Saskatchewan
Public Service
Commission

# Government of Saskatchewan Staff Development Plan

## Strategic Interdepartmental Framework

*July, 1988*

# GOVERNMENT OF SASKATCHEWAN

# STAFF DEVELOPMENT PLAN

## A Strategic Framework

Prepared By

The Saskatchewan Public Service Commission

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# GOVERNMENT OF SASKATCHEWAN STAFF DEVELOPMENT PLAN

## A STRATEGIC FRAMEWORK

## Executive Summary

This report is an analysis of the staff development plans submitted by 17 departments (representing all but three government departments) to the Public Service Commission. The interdepartmental plan is the first step in implementing a strategic framework for staff development in the Saskatchewan Public Service.

### MAJOR DEPARTMENT ISSUES, GOALS, AND DEVELOPMENTAL NEEDS

In their introductions, departments identified the importance of developing human and other resources to meet departmental objectives, particularly in response to recent downsizings, departmental reorganizations and changing technologies. A major focus for departments in 1988/89 will be the introduction or expansion of automated computer systems.

The major environmental issues were: reorganization, increasing demand for services, automation, privatization, employment equity and demographic changes.

Three major goals will determine departmental thrusts for 1988/89. The first will be to improve effectiveness and efficiency through automation and by developing management skills. The second will be to improve and develop services by developing professional and technical skills and the third will be to implement new programs and legislation.

Four major staff development needs resulting from environmental considerations and department goals were identified:

- provide general and specific skill development in computer applications;
- develop professional and technical skills and knowledge in response to department reorganizations, technological advances and new or expanded areas of responsibility;
- respond to the need for management and communication skill development; and
- provide opportunities for general skill and career development.

Departments want to ensure that their staff development plans provide employees with the skills they need to do their job, as well as provide opportunities for career development. Their plans described a full range of developmental activities and sources, with particular emphasis on programs to develop computer literacy, specific professional, technical and management skills.

In response to developmental needs, four major staff development program areas were identified:

- general and specific computer application skill development;
- specific professional and technical development;
- management development and performance management skills; and
- general staff development programs in team building, equity awareness, orientation, stress and time management, and healthy lifestyles.

**ANALYSIS OF DEPARTMENT STAFF DEVELOPMENT ACTIVITIES**

Fourteen departments plan to deliver 208 internal staff development programs to 7,528 participants at a cost of $168,195. There is considerable range in the number of programs planned (1-59 programs) and number of participants (15-2,103 participants).

Ten departments plan to send 1,678 staff to 371 external conferences and seminars, spending $189,240. Education, Health and Social Services plan a moderate to high level of staff participation in conferences and seminars.

Only nine departments indicated 38 applicants for education leave. Of those, only Health plans to provide extensive education leave (for 22 applicants). Support for Education Leave ranged from 20-100%.

In contrast, all departments who submitted plans will provide 100% support for 429 applicants for tuition and book reimbursements. Most departments plan to support 1-25 applicants. Health, Justice and Social Services plan to support 51-130 applicants.

Two departments reported staff development activities in their plans which apply new learning technologies such as Interactive Disc, Tele-conferencing, Computer Managed Learning and Distance Education. Five departments reported that they have secondment positions available.

**MAJOR AREAS OF STAFF DEVELOPMENT ACTIVITIES PLANNED BY DEPARTMENTS**

Fifteen departments will offer professional or technical staff development programs to 6,766 participants. Eleven departments will provide programs to develop computer application skills to 589 participants. General staff development programs in team building, orientation and employment equity awareness will be provided to 702 participants by 7 departments. Six departments will provide programs to develop management skills to 493 participants and six departments will provide communication skills to 165 participants.

**PUBLIC SERVICE COMMISSION SEMINARS**

Twenty departments and six agencies requested 956 Public Service Commission Seminars for 3,704 participants at a cost of $561,395.

There were 141 employees nominated for Public Service Commission development programs. The number of employees nominated in each program is shown below:

| Program | Nominations |
|---|---|
| Administrative Development | 24 |
| Equity Development | 11 |
| Middle Management Development | 54 |
| *Supervisory Certificate | 15 |
| Senior Management Development Program | 30 |
| Western Career Assignment | 7 |
| **TOTAL NOMINATED** | **141** |

*new program

**DEPARTMENT SUMMARIES**

The department staff development priorities for 1988/89 will be to develop computer literacy, professional, technical and all levels of management skills, as well as providing general career development. The focus of staff development planning will be to ensure that employees maintain or develop the skills necessary to do their job. Departments will attempt to provide a full range of staff development activities. However, the extent of staff development will depend upon available funding.

**RECOMMENDATIONS**

Based on the analysis of department staff development plans, the Staff Development Division makes the following recommendations:

That the **Public Service Commission**

- provide courses in computer technology;
- emphasize programs on managing change;
- emphasize performance management as a sound management philosophy;
- provide management development programs;
- provide team building and communication seminars;
- develop innovative learning methods;
- assist departments with completing next year's staff development plans.

That **departments**

- develop a strong link between performance management and planning staff development;
- coordinate specialized professional and technical development interdepartmentally;
- promote career development;
- base their staff development plans on the input from all managers.

That **the Public Service Commission and departments**

- develop employee management and technical skills to promote economic development;
- coordinate interdepartmental computer developmental courses;
- promote general human resource planning for employees;
- develop programs to support employment equity.

## CONCLUSION

The Government of Saskatchewan Staff Development Plan describes the necessary organizational conditions needed to provide employees with development that will allow them full use of their potential in carrying out the mandate of their departments and the government. The plan identifies areas of responsibility for departments and the Public Service Commission to develop effective and efficient management of staff development resources.

The importance of staff development in human resource planning is reflected in the commitment, time and effort that went into the department staff development plans (Appendix). It is essential that the potential created in the framework resulting from the analysis of the department's plans be realized by implementing the above recommendations in the coming year.

# GOVERNMENT OF SASKATCHEWAN STAFF DEVELOPMENT PLAN

## A STRATEGIC FRAMEWORK

## I. BACKGROUND

As a result of input from the Staff Development Coordinators Committee, a consultant's review of the staff development function in the Saskatchewan Public Service and consultations between the Staff Development Division of the Public Service Commission and departments, a strategic framework fo.' staff development in the Saskatchewan Public Service was created early in 1988. The framework proposes that the Commission and departments work closely together on a yearly cycle to plan, deliver, evaluate and report staff development in the public service.

In order to implement the first stage of the strategic staff development framework, departments submitted a staff development plan based on guidelines covering a full range of Department and Public Service Commission staff development activities for the period between July 1/88 - June 30/89.

## II. ANALYSIS OF DEPARTMENT STAFF DEVELOPMENT PLANS

This report describes the major issues and goals, needs and developmental programs identified in the department plans. A breakdown of departments' staff development activities, requests for the Public Service Commission seminars, department summaries and recommendations complete the report.

### A. INTRODUCTION

The department introductions are concerned with the importance of developing human and other resources to meet department goals and objectives. Downsizings, department reorganizations and changing technologies create particular recognition of the importance of developing existing human resources to successfully carry out new or revised procedures and provide new or increased levels of services. The introduction or expansion of computer and automated systems is a major focus throughout the departments.

**Trends**

1. **The importance of developing human resources to achieve department goals** (8 departments).

   - Agriculture focuses on providing excellence in service and delivery.
   - Education plans to provide professional and technical development for teachers to assist them to carry out the new directions defined by the department.
   - Energy and Mines is implementing a staff development strategy to maintain highly motivated and effective staff and promote a cooperative work environment.

- Human Resources Labour and Employment is planning to increase staff participation in department activities.

- Justice is developing (coordinated by the Human Resources Branch) a 2-5 year development plan to ensure that staff are equipped to handle present and future challenges.

- Parks, Recreation and Culture plans to continue to identify staff development needs through the Managing Human Performance program adopted in 1983.

- the Public Service Commission focuses on the importance of equipping its staff to achieve department objectives: enhancing employee morale, increasing productivity and performance management in the public service, maintaining an effective workforce and assisting in rebuilding and reorganizing the public service.

- Social Services plans its staff development program to equip staff with the necessary skills to provide client services in response to the social needs of individuals, families and communities in Saskatchewan.

2. **Downsizing and department reorganization require that department goals focus on developing new or revised procedures and services with existing resources** (9 departments).

   - Agriculture has undergone some downsizing and reorganization which, combined with an expanding focus on policy development, market development and diversification, value added processing and research and development, create a developmental challenge for 1988/89.

   - Economic Development and Tourism, Education, Human Resources Labour and Employment and Rural Development are in the process of developing and implementing new programs following recent departmental reorganizations and amalgamations.

   - Health and Justice plan to provide more staff development to respond to needs created by downsizing and early retirements in the last fiscal year.

   - Highways plans to provide skill for development new supervisors.

   - the Public Service Commission plans to meet demands from the departments for assistance in consolidating and redefining their missions and operations following the 87/88 downsizing and in ensuring that remaining department staff are equipped to achieve their objectives.

3. **Departments are developing or expanding computer systems and technical applications for internal procedures and/or external services** (7 departments).

   - Energy and Mines, Health and Justice are planning to automate data handling systems and department processes to accommodate heavy work loads.

- Highways and Urban Affairs plan to familiarize staff with new technologies and increase technical skill development.

- Parks, Recreation and Culture continue to plan their staff development by identifying staff development needs through use of an automated human resource data base system. The Public Service Commission plans to increase the capabilities of the Automated Human Resource System for user departments.

## B. ENVIRONMENTAL CONSIDERATIONS and ISSUES

Expanded use of computer systems, the effects of reorganization and reduced resources in departments, the impact of government policies and demographic changes and increased demands for services are the major issues listed by departments.

### Trends

1. **Automation** (9 departments).

   - The introduction or expanded use of computer systems to automate procedures and the introduction of new technologies create:

     i. system research and development needs (Consumer and Commercial Affairs, Health and Justice);

     ii. skill development needs (Economic Development and Tourism, Energy and Mines and Urban Affairs); and

     iii. the need to plan for system growth and expansion (Agriculture, Parks Recreation and Culture and Social Services).

2. **Reorganization** (8 departments).

   - Agriculture identifies a demand for middle management training for in-scope employees because of changes in program delivery.

   - Environment and Public Safety, Economic Development and Tourism, Highways and Urban Affairs are in the process of, or completing departmental reorganization.

   - Justice, Parks, Recreation and Culture and Social Services are adjusting to recent reorganization.

3. **Increased demand for services with fewer resources** (14 departments).

   - Agriculture, Executive Council, Environment and Public Safety and Health need to provide special skill development opportunities for some employees.

- Consumer and Commercial Affairs, Economic Development and Tourism, Education, Energy and Mines, Health, Justice, the Public Service Commission and Rural Development identify the need to carry out responsibilities with reduced resources and respond to increased expectations for service.

- Highways identifies succession and career planning as important issues.

4. **Privatization** (6 departments), **employment equity** (4 departments) and **other policy issues** (5 departments).

   - Agriculture, Energy and Mines, Highways, Human Resources Labour and Employment, Justice and the Public Service Commission identify the move to privatization as an issue.

   - Education, Parks, Recreation and Culture, Rural Development and Urban Affairs identify the continued emphasis on employment equity:
     * Education is focusing on implementing employment equity within the department and in education;
     * Parks, Recreation and Culture identifies the need to make all employees aware of the policy and the program;
     * Rural Development and Urban Affairs see the need to provide initiatives in employment equity;

   - Agriculture must implement policies to increase its emphasis on marketing, processing, and diversification.

   - Health identifies that many health care issues are politically sensitive.

   - Parks, Recreation and Culture identifies that the adoption of the two year strategy for safety and the implementation of Workplace Place Hazardous Materials Information System legislation in October/88 will require more emphasis on occupational health and safety. As well, the adoption of the Bell Report in November/87 entails increased technical training for enforcement staff over the next two years.

   - Social Services identifies the need to implement policies in new Family Services legislation and new federal initiatives in services to youths, day care and welfare reform.

   - Urban Affairs identifies the impact of responding to French Language use in legislation and government and the need to implement the new communicable diseases policies of the Public Service Commission.

5. **Internal services to Department Region** (3 departments).

   - Agriculture plans to increase the use of electronic communication systems between field and central offices.

   - Environment and Public Safety and Health have regional offices throughout the province, creating an impact on staff development planning.

6. **Changing demographics** (7 departments).

   - Education is planning curriculum changes to respond to a new global economy which is dominated by knowledge information and to address the dramatic increase in the number of students staying in school until age 18.

   - Health and Human Resources Labour and Employment identify the need to develop services for an "aging population".

   - Parks, Recreation and Culture must respond to cultural differences in cliental.

   - the Public Service Commission must respond to changes in the composition of the workplace.

   - Rural Development is affected by 3 demographic situations; i. the impact of world agriculture protection has effected traditional rural economic activities, creating a need to diversify from commodity production into secondary processing; ii. economic conditions have increased pressures on local governments and the property tax systems; iii. Saskatchewan is experiencing rural depopulation.

   - Social Services feels the impact of social change and downturn in the agriculture and resource industries.

7. **Shift in service demands** (3 departments).

   - Justice projects an increase in Landlord-Tenant disputes.

   - the Public Service Commission faces increased staffing activity following the Early Retirement Program.

   - Social Services sees an increase in community group support services with the closure of North Park Central Agency.

## C. IMPLICATION OF DEPARTMENT GOALS/PLANS

Departments focused on implementing computerized systems, maintaining and improving professional and technical skills, improving management and communication skills and striving for a higher level of service. Some departments are in the midst of planning new directions and will be developing department goals over the year. Some departments' staff development goals are restricted by limited funds.

**Trends**

1. **Implement or improve computerized systems** (6 departments).

   - Consumer and Commercial Affairs, Economic Development and Tourism and Energy and Mines are focusing on implementing departmental computer automation systems and providing related skill development for staff.

- Health, Justice and the Public Service Commission are automating or continuing to automate departmental processes and providing appropriate skill development to support their systems.

2. **Maintain or improve staff professional and technical skills** (7 departments).

   - Agriculture is developing staff expertise in diversification, value-added processing and soil conservation.

   - Energy and Mines plans to ensure staff attendance at conferences and seminars which provide information about Royalty Tax Systems and the resource policies needed to deal in these issues.

   - Health plans to prepare staff for the implementation of new technologies.

   - Justice plans to develop employee skills, provide promotional opportunities, and standardize procedures. Justice continues to meet the training requirements of the Corrections Workers Training Program and provide the skills needed to implement the proclamation and passage of federal criminal legislation and legislative amendments.

   - Parks, Recreation and Culture is providing technical developmental opportunities for its professional staff.

   - Social Services plans to develop 6 regional in-service conferences, provide program specific training and professional development courses.

3. **Develop management skills** (5 departments).

   - Education plans to develop and implement monitoring and evaluation processes.

   - Justice and Social Services plan to develop the skills of their supervisors

   - Justice, Parks, Recreation and Culture, and Social Services plan to develop the team building skills of their managers and staff.

   - Highways is focusing on achieving excellence in the management of human, technological, financial and information resources.

4. **Improve and develop services** (7 departments).

   - Executive Council, Health, Highways, Human Resources Labour and Employment, Justice, Rural Development and Social Services describe plans to provide improved levels of services to their clients. Health and Justice indicate the need to respond to a greater demand for services from their clients.

5. **Improve and develop communication skills and processes** (5 departments).

   - Education and Parks, Recreation and Culture plan to improve internal and external communications.

   - Health, Human Resources Labour and Employment and Urban Affairs are developing specialized communication skills in brochure and manual production and seminar development in response to a public participation thrust (Urban Affairs) and new promotion programs (Health and Human Resources Labour and Employment).

6. **Implement new programs** (8 departments).

   - Education, Health, Human Resources Labour and Employment, Justice, Rural Development and Social Services are developing programs and policies in response to new directions and legislation.

   - Economic Development and Tourism, Environment and Public Safety and Rural Development plan to develop programs internally to meet reorganizational needs.

7. **Develop human resources** (3 departments).

   - Education plans to develop staff to deal with increased and changing demands and effect movement towards equity in employment.

   - Energy and Mines states that because of fiscal restraint, there is little flexibility for staff training and professional development.

   - the Public Service Commission identifies an increased demand for counselling employees and matching people to suitable positions because of increased re-employment and re-deployment activities and employment equity initiatives.

   - Social Services plans to meet 80 percent of its staff development needs through in-house efforts, on-the-job and program specific training, professional development and supervisor courses.

## D. DEVELOPMENTAL NEEDS

Departments identify the need to develop computer skills to support in-house systems, provide professional and technical skill development, provide management skills for new supervisors, and developmental opportunities for management staff. Departments also identify the need for development opportunities in communications, team building, equity and cultural awareness, building staff morale, stress and time management, responding to change and general career development.

Trends

1. **Computer skills development** (11 departments).

   - The need for skill development in computer applications is identified by: Agriculture, Consumer and Commercial Affairs, Economic Development and Tourism, Education, Energy and Mines, Health, Highways, the Public Service Commission, Rural Development, Social Services and Urban Affairs.

2. **Professional and technical development** (12 departments).

   - Agriculture, Consumer and Commercial Affairs, Health and Parks, Recreation and Culture indicate a general need to develop professional and technical skills.

   - Economic Development and Tourism identifies the need for professional development for staff with new areas of responsibility following reorganization.

   - Education defines specific professional development areas: Common Essential Learning, French Language, specialized subject areas, emerging trends, in-services, self assessment and updating knowledge.

   - Energy and Mines needs to develop staff knowledge of oil and gas environmental issues and technological advances in the area of horizontal drilling.

   - Highways identifies the need to prepare for the introduction of new Occupational Health and Safety regulations and mandatory training program, and provide technical education for the District Operations staff.

   - Justice identifies administration skills and job specific training for technical and support staff. Particular areas include the Corrections Workers Training Program, Investigation Trust Officer, Local Registrars, Sheriffs and Justices of the Peace.

   - the Public Service Commission staff need to attend human resource conferences to obtain current information and establish contacts in the human resources community and to develop consulting knowledge and abilities. Clerical staff need to develop skills to support recruitment and selection activities.

   - Social Services identify a need for current information on Alcohol and Drug Abuse and other specific programs.

   - Urban Affairs indicates a need for French Language training at all levels.

3. **Management development** (10 departments).

   - Agriculture, Executive Council, Health, Highways, Justice, Parks, Recreation and Culture and Rural Development identify the need to develop management skills.
   - Education identifies developmental needs in Planning, Evaluation/Monitoring: problem solving, decision making analysis, audit investigation and collection, resource management, planning and organization. Development in labour relations and contract negotiations skills and conflict resolution are also identified.
   - Energy and Mines, Justice, and Human Resources Labour and Employment define the need to provide staff with promotional opportunities and career development.
   - Environment and Public Safety will continue their staff development involvement in the Middle Management Program and assess the benefits derived from the program.
   - Social Services defines a need for development opportunities in performance management, managing human performance, leadership skills, managing conflict and evaluating probationary performance.

4. **Communication development needs** (8 departments).

   - Agriculture, Education, Health, Human Resources Labour and Employment, and Urban Affairs identify needs to develop specialized communication skills in manual and media productions, speech writing, publication/AV analyses and collaborative consultation.
   - Education, Health and Rural Development indicate the need to develop general communication skills.

5. **General developmental needs** (10 departments).

   - Education, Energy and Mines, the Executive Council and Health identify the need to develop stress management skills. Education, Health and Human Resources Labour and Employment identify the need to develop techniques to cope with change.
   - Economic Development and Tourism and Environment and Public Safety indicate the need to ensure that general staff development needs are not neglected or ignored (especially when the focus is on specialized professional/technical skill development).
   - Education indicates equity and cultural awareness development needs.
   - Energy and Mines identifies the need for a career planning workshop and providing on site career counsellors to assist staff with job mobility and planning to enhance their current skills.
   - the Public Service Commission defines an ongoing need for staff morale building.

- Rural Development identifies the need to develop consultation skills, time management skills and an employment equity focus for staff within the department.

- Social Services indicate a need for development in the areas of handling aggression and team building.

## E. STAFF DEVELOPMENT STRATEGY

Departments propose to ensure that their staff development plans provide staff with the skills they need to do their job and support department objectives. Most departments describe a full range of development activities (professional, technical, management, general staff development) and development sources (in house, Public Service Commission seminars and outside sources) in their plans. Developing computer literacy skills is the major focus of staff development plans for 2 department. Balancing staff development for current job skill requirements with career development opportunities is described by 8 departments.

**Department staff development strategies:**

- Agriculture plans to offer staff development opportunities relating to employee's present job or logical career path.

- Consumer and Commercial Affairs and Economic Development and Tourism are instituting computer skill development to increase the base of computer expertise in the department. Economic Development and Tourism must limit other staff development activities because of insufficient funding.

- Education plans to meet its staff development needs by developing its communication and information flow through regular staff meetings and in-services, maintaining and developing professional knowledge by having staff attend national and local conferences, providing equity and cultural awareness seminars and ensuring that staff have the skills required for their current position. As well, the Department plans to provide developmental opportunities for staff to enhance their current duties (especially in acquiring the skills to "lead change")

- Environment and Public Safety identifies staff development needs through the department wide annual performance appraisals. Identified needs form the basis for staff development activities. Staff are also encouraged through the tuition and book reimbursement policy to take related outside classes.

- Executive Council plans to support staff development needs through staff participation in Public Service Commission development programs: Senior Management Development Program, Middle Management Development Program, the Administrative Support Program, the Ministerial Assistants Program and French Language training.

- Health plans to focus on activities designed to develop and improve computer application skills, communications, management and supervision, and professional and technical skills and abilities.

- Highways plans to provide an equal emphasis on technical and management development for newly appointed lower and middle management staff. The rest of the staff development plan provides the foundation to meet and maintain department objectives.

- Human Resources Labour and Employment is emphasizing developmental needs to carry out current duties. A secondary focus is development related to career goals.

- Justice plans to provide managers and support staff with developmental opportunities to meet the goals and objectives of the department effectively and efficiently. In a time of restraint there is a great need to ensure that staff have the skills to do their job. The Human Resources Branch, in cooperation with Social Services provides tailor-made, local workshops to meet this need. The staff development plan also provides staff with experiences to enhance personal development by attending Public Service Commission, in-house and external workshops and through secondment opportunities. The Human Resources Branch maintains a staff development library of books and AV resources that are available to staff.

- Parks, Recreation and Culture plans to focus on technical and professional development, while continuing to develop management skills, especially in the areas of service and technological change.

- the Public Service Commission managers and professionals plan to concentrate on attending innovative conferences, consulting skills workshops and computer management programs. Support staff are concentrating on technologically orientated sessions. All staff are focusing on communication skills and morale building sessions.

- Rural Development plans to identify and meet staff development needs related to the new Rural Services Network Program, meet department staff development needs by providing access to Public Service Commission seminars and address equity development by providing an internal staff managed program for women to explore career development within the department.

- Social Services meets 80 percent of its staff development needs through in-house resources, designing and developing program specific, professional development and supervisory courses. The remaining 20 percent of its staff development needs will be met through Public Service Commission courses and outside resources.

## F. AREAS OF STAFF DEVELOPMENT PROGRAM REVIEW OR DEVELOPMENT

Departments plan to review and develop; computer application skills to support their system needs, specialized professional and technical programs, performance management and management programs, orientation programs and general staff development programs in the areas of team building, stress management, communication, handling change, equity awareness and service effectiveness. Four departments provide no information in this area .

**Trends**

1. **Develop computer application skills** (6 departments).

   - Agriculture, Education, Economic Development and Tourism and Justice are developing department wide programs to meet their specialized computer skill development and automation awareness needs.

   - Highways is implementing a computerized record system for skill development programs, safety programs and workers compensation files.

2. **Professional and technical programs** (8 departments).

   - Agriculture provides skill development as required for tests and procedures in the Veterinary Lab.

   - Branches in Economic Development and Tourism and in Health develop professional and technical programs and in-service sessions as required on a continuing basis.

   - Highways is reviewing the requirements to deliver the new Occupational Health and Safety Regulations, the standards used in educating staff to operate Electronic Distance Measuring Instruments and developing a traffic engineering course.

   - Justice plans to develop an internal audit program for Administrative Services, a program for Investigator and Trust Officer Training as well as standardize operations in the Land Titles area and review the Correction Worker Training Program and the Farm Ownership Act.

   - Parks, Recreation and Culture is revising its conservation officer career development program.

   - Rural Development plans to prepare new job descriptions and related skill development for staff in the Rural Services Network Program.

3. **Management development** (5 departments).

   - Agriculture and Health are developing department performance management and Managing Human Performance programs.

   - Education is developing a program to increase the flow of information provided to supervisory and management staff.

- Parks, Recreation and Culture is reviewing their supervisory skills and leadership effectiveness programs.

- Social Services is developing program specific supervisory courses in Income Security and Family Services and a program titled **Developing Leadership Skills**. The **Supervisor Skills** and **Communication Skills for Supervisors** programs are being reviewed.

4. **Orientation programs** (3 departments).

   - Consumer and Commercial Affairs, Health and Education are developing orientation programs.

5. **General staff development** (9 departments).

   - Consumer and Commercial Affairs is developing a team building workshop for out-of-scope employees.

   - Economic Development and Tourism is developing an intradepartmental assignment program and general staff development policies.

   - Education is developing programs to:
     i. increase equity awareness with special focus on native and deaf cultures; and
     ii. equip staff with the skills to handle change in a positive manner and take a leadership role in implementing change in the education community.

   - Health is developing programs in Winning Lifestyles and stress management.

   - Justice is planning staffing and development strategies for specific branches and divisions.

   - Parks, Recreation and Culture is developing programs in team building, professional image development and communications. The department is revising their service effectiveness training.

   - Rural Development is developing a staff managed employment equity program.

   - Social Services is developing cultural awareness, team building and handling aggression programs as well as 6 Regional in-service conferences. Programs under review are stress management, time management, managing conflict, and counselling techniques.

## G. DEPARTMENT STAFF DEVELOPMENT PROGRAMS, SEMINARS, EVENTS AND ACTIVITIES

In their plans, departments provide details about their staff development activities for 1988/89 year and these are analyzed in this section of the report. Note that the numbers in this section are planned estimates only and may not reflect the entire extent of department staff development activities or expenditures.

### 1. PROFESSIONAL/TECHNICAL DEVELOPMENT AND SEMINARS

In this section, 14 out of 17 departments plan to deliver internal seminar or events. There is considerable range in the number of programs planned (1 - 59) and the number of participants (15 - 2,103).

**Internal Programs**
(*Total number of active employees as of May 31,1988).

| Departments | *Total Staff | Programs | Participants | Participant Days | Estimate Cost |
|---|---|---|---|---|---|
| Social Services | 2,200 | 59 | 1,403 | 3,388 | $94,700 |
| Health | 1,919 | 44 | 1,070 | 1,897 | 37,670 |
| Justice | 1,698 | 24 | 972 | 1,442 | - |
| Parks, Rec. & Culture | 875 | 18 | 1,025 | 1,503 | - |
| Highways | 837 | 30 | 2,103 | 3,398 | - |
| Agriculture | 660 | 2 | 15 | 15 | - |
| Education | 584 | - | 250 | - | 12,000 |
| Energy & Mines | 214 | 9 | 107 | 305 | 6,500 |
| EDT | 189 | 6 | 112 | 112 | 1,000 |
| HRLE | 178 | 7 | 178 | 305 | 9,700 |
| Consumer & Comm. Affairs | 104 | 2 | 120 | 40 | - |
| PSC | 97 | 3 | 61 | 98 | 5,500 |
| Executive Council | 69 | 3 | 97 | 212 | - |
| Trade & Investment | 49 | 1 | 15 | 15 | 1,125 |
| **Total** | **9,673** | **208** | **7,528** | **12,731** | **$168,195** |

2. EXTERNAL CONFERENCES AND SEMINARS

Ten out of 17 departments plan to send staff to external conferences and seminars. Health, Education and Social Services plan a moderate to high level of participation in conferences and seminars.

External Conferences

| Department | *Total Staff | Programs | Participants | Participant Days | Estimated Cost |
|---|---|---|---|---|---|
| Social Services | 2,200 | 30 | 271 | - | $19,560 |
| Health | 1,919 | 73 | 292 | 732 | 13,115 |
| Justice | 1,698 | 6 | 255 | 646 | - |
| Highways | 837 | 13 | 49 | 175 | 3,800 |
| Agriculture | 660 | 8 | 35 | 88 | 3,120 |
| Education | 584 | - | 189 | - | 57,930 |
| Energy & Mines | 214 | 13 | 31 | 101 | 22,475 |
| Environment & Public Safety | 207 | 10 | 17 | 72 | 8,300 |
| EDT | 189 | 34 | 35 | 112 | 8,595 |
| Rural Development | 158 | 4 | 6 | 22 | 7,200 |
| PSC | 97 | 7 | 11 | 26 | - |
| TOTAL | 8,763 | 198 | 1,191 | 1,974 | $144,095 |

External Seminars

| Department | *Total Staff | Programs | Participants | Participant Days | Estimated Cost |
|---|---|---|---|---|---|
| Social Services | 2,200 | 9 | 78 | - | $5,450 |
| Health | 1,919 | 78 | 215 | 331 | 21,085 |
| Justice | 1,698 | 2 | 5 | 13 | - |
| Highways | 837 | 5 | 10 | 35 | 505 |
| Agriculture | 660 | 8 | 85 | 224 | 1,335 |
| Energy & Mines | 214 | 15 | 25 | 140 | 7,595 |
| Environment & Public Safety | 207 | 5 | 9 | 61 | 900 |
| EDT | 189 | 36 | 46 | 62 | 3,210 |
| PSC | 97 | 9 | 8 | 18 | 4,750 |
| Urban Affairs | 69 | 6 | 6 | 74 | 315 |
| TOTAL | 8,090 | 173 | 487 | 959 | $45,145 |

## 3. EDUCATION LEAVE

Nine departments indicate applicants for educational leave. The amount of activity is low (1 - 6 applicants) with the exception of Health which plans extensive use of educational leave (22 applications).

**Educational Leave**

| Department | *Total Staff | Areas of Study | Applicants | % Support |
|---|---|---|---|---|
| Social Services | 2,200 | 2 | 2 | 100 |
| Health | 1,919 | 18 | 22 | 20-100 |
| Justice | 1,698 | 2 | 6 | 70 |
| Parks Rec. & Culture | 875 | 3 | 3 | 50 |
| Highways | 837 | 1 | 1 | - |
| Energy & Mines | 214 | 1 | 1 | 80 |
| Environment & Public Safety | 207 | 1 | 1 | 65 |
| HRLE | 178 | 1 | 1 | 65 |
| Trade & Investment | 49 | 1 | 1 | 100 |
| **TOTAL** | **8,177** | **30** | **38*** | **20-100** |

*APPROXIMATELY

## 4. TUITION AND BOOK REIMBURSEMENT

All 17 departments plan to support applicants for tuition and book reimbursements. Most departments plan to support 1 - 25 applicants. Health, Justice and Social Services plan to support 51 - 130 applicants.

Tuition and Book Reimbursements

** not available

| Department | *Total Staff | Areas of Study | Applicants | % Support |
|---|---|---|---|---|
| Social Services | 2,200 | 3 | 110 | 100 |
| Health | 1,919 | 39 | 51 | 100 |
| Justice | 1,698 | 7 | 130 | 100 |
| Parks Recreation & Culture | 875 | NA | 25 | 100 |
| Highways | 837 | 6 | 11 | 100 |
| Agriculture | 660 | 6 | 12 | 100 |
| Education | 584 | NA | 22 | 100 |
| Energy & Mines | 214 | 3 | 10 | 100 |
| Environment & Public Safety | 207 | 7 | 12 | 100 |
| EDT | 189 | 1 | 1 | 100 |
| HRLE | 178 | NA | 15 | 100 |
| Rural Development | 158 | 1 | 3 | 100 |
| Consumer & Commercial Affairs | 104 | 2 | 2 | 100 |
| PSC | 97 | 9 | 13 | 100 |
| Urban Affairs | 69 | 3 | 6 | 100 |
| Executive Council | 69 | 1 | 5 | 100 |
| Trade & Investment | 49 | 1 | 1 | 100 |
| TOTAL | 10,107 | 89 | 429 | 100% |

## 5. INNOVATIVE LEARNING

Education and Health plan activity in tele-conferencing and distance education however, most departments are not considering applying new learning technologies in their 1988/89 staff development plans.

## 6. SECONDMENTS

Departments indicate staff interest in secondment opportunities in their plans (Appendix) and some departments list positions available for secondment.

Summary

| Department | Secondment Positions |
|---|---|
| Health | 7 |
| Justice | 5 |
| Energy and Mines | 2 |
| PSC | secondment positions available |
| Executive Council | secondment positions available |

## 7. MAJOR AREAS OF DEPARTMENT STAFF DEVELOPMENT ACTIVITIES

Department plans indicate that the majority of their staff development is professional or technical (6,766 participants). They are providing general staff development programs in team building, orientation and employment equity awareness (702 participants). Departments are also providing programs to develop computer application skills (589 participants), management skills (493 participants) and communication skills (165 participants).

**Total Participants in Major Areas of Department Staff Development Activities**

| Department | Prof. or Tech. | General | Computer Programs | Mgt. Development | Communication Skills |
|---|---|---|---|---|---|
| Social Services | 1,259 | 401 | 92 | - | - |
| Health | 1,436 | 25 | 51 | 25 | 30 |
| Justice | 697 | - | 55 | - | - |
| Parks Rec. & Culture | 850 | - | - | 165 | 40 |
| Highways | 1,576 | 146 | 135 | 265 | 40 |
| Agriculture | 114 | - | 15 | - | 6 |
| Education | 439 | - | - | - | - |
| Energy & Mines | 91 | 55 | 17 | - | - |
| Environment & Public Safety | 26 | - | - | - | - |
| EDT | 138 | - | 100 | - | - |
| HRLE | 51 | - | 40 | 38 | 49 |
| Rural Development | 6 | - | - | - | - |
| Consumer & Commercial Affairs | - | 60 | - | - | - |
| PSC | 80 | - | - | - | - |
| Executive Council | - | 15 | 82 | - | - |
| Urban Affairs | 3 | - | 2 | - | - |
| TOTAL | 6,766 | 702 | 589 | 493 | 165 |

8. PARTICIPANT TOTALS AND PERCENTAGE BREAKDOWN FOR DEPARTMENT INTERNAL AND EXTERNAL STAFF DEVELOPMENT AND PUBLIC SERVICE COMMISSION SEMINARS.

In general, the larger departments provide more internal staff development. For example, Highways and Parks, Recreation and Culture plan to provide 82 percent of their staff development internally; Environment and Public Safety and Urban Affairs do not plan to provide any internal staff development. Rural Development's planned participation in Public Service Commission seminars makes up 89 percent of its staff development plan in contract to Social Services' 8 percent.

Department participant totals and percentage breakdown for internal and external staff development activities and Public Service Commission seminars.

| Department | Internal Development | External Development | PSC Seminars | Participants | % Staff Development Sources |
|---|---|---|---|---|---|
| Social Services | 1,403 | 461 | 166 | 2,030 | I-69<br>E-23<br>PSC-08 |
| Health | 1,070 | 699 | 648 | 2,417 | I-44<br>E-29<br>PSC-27 |
| Justice | 972 | 396 | 161 | 1,529 | I-64<br>E-26<br>PSC-10 |
| Parks Rec. & Culture | 1,025 | 28 | 192 | 1,245 | I-82<br>E-02<br>PSC-16 |
| Highways | 2,103 | 70 | 398 | 2,571 | I-82<br>E-03<br>PSC-15 |
| Agriculture | 15 | 132 | 137 | 284 | I-05<br>E-46<br>PSC-49 |
| Education | 250 | 211 | 520 | 981 | I-25<br>E-22<br>PSC-53 |
| Energy and Mines | 107 | 67 | 152 | 326 | I-33<br>E-21<br>PSC-46 |
| Environment & Public Safety | - | 28 | 92 | 120 | I-0<br>E-23<br>PSC-77 |

| Department | Internal Development | External Development | PSC Seminars | Participants | % Staff Development Sources |
|---|---|---|---|---|---|
| EDT | 112 | 93 | 125 | 330 | I-34<br>E-28<br>PSC-38 |
| HRLE | 178 | 16 | 120 | 314 | I-57<br>E-05<br>PSC-38 |
| Rural Development | to be planned | 12 | 101 | 113 | I-0<br>E-11<br>PSC-89 |
| Consumer & Commercial Affairs | 120 | 2 | 64 | 186 | I-65<br>E-01<br>PSC-34 |
| PSC | 61 | 32 | 136 | 229 | I-27<br>E-14<br>PSC-59 |
| Urban Affairs | - | 12 | 73 | 85 | I-0<br>E-14<br>PSC-86 |
| Executive Council | 97 | 5 | 100 | 202 | I-48<br>E-02<br>PSC-50 |
| Trade & Investment | 15 | 3 | 62 | 80 | I-19<br>E-04<br>PSC-77 |
| TOTAL | 7,528 | 2,267 | 3,247 | 13,042 | |

## H. PUBLIC SERVICE COMMISSION SEMINARS

A total of 20 departments and 6 agencies are requesting 956 seminars for 3,704 participants, representing 7,222 participant days at a cost of $561,395.

**Department Needs Analysis Survey Summaries**

| Department | *Total Staff | Seminars | Participants | Participant Days | Cost |
|---|---|---|---|---|---|
| Social Services | 2,200 | 31 | 166 | 350 | $24,430 |
| Health | 1,919 | 77 | 648 | 1,287 | 95,855 |
| Justice | 1,698 | 44 | 161 | 293 | 21,990 |
| Parks, Rec. & Culture | 875 | 40 | 192 | 406 | 31,825 |
| Highways | 837 | 55 | 398 | 779 | 58,490 |
| Agriculture | 660 | 44 | 137 | 292 | 23,285 |
| Education | 563 | 54 | 520 | 921 | 70,680 |
| Finance | 508 | 44 | 123 | 263 | 20,660 |
| Energy & Mines | 214 | 75 | 152 | 277 | 21,110 |
| Environment & Public Safety | 207 | 37 | 92 | 183 | 15,635 |
| EDT | 189 | 44 | 125 | 212 | 18,595 |
| HRLE | 178 | 48 | 120 | 239 | 24,625 |
| Rural Development | 158 | 33 | 101 | 191 | 14,855 |
| Consumer & Comm. Affairs | 104 | 30 | 64 | 131 | 9,760 |
| PSC | 97 | 49 | 136 | 297 | 23,000 |
| SADAC | 93 | 31 | 60 | 126 | 10,120 |
| Executive Council | 69 | 47 | 100 | 174 | 12,575 |
| Urban Affairs | 69 | 36 | 73 | 137 | 10,410 |
| Trade & Investment | 49 | 30 | 62 | 117 | 6,960 |

| Department | *Total Staff | Seminars | Participants | Participant Days | Cost |
|---|---|---|---|---|---|
| Ag. Credit Corp. | 46 | 30 | 114 | 248 | 22,940 |
| Indian & Native Affairs Sec. | 23 | 25 | 45 | 74 | 6,545 |
| Science & Tech. | 14 | 9 | 14 | 20 | 1,690 |
| Sask Tel | 8 | 2 | 2 | 2 | 325 |
| Sask. Housing Corp. | | 27 | 67 | 132 | 9,730 |
| Sask. Assess. Mgt. Agency | | 12 | 20 | 42 | 3,405 |
| Sask. Liquor Board | | 11 | 12 | 25 | 1,900 |
| TOTAL | 10,778 | 956 | 3,704 | 7,222 | $561,395 |

* Total number of active employees as of May 31, 1988.

Department Abbreviations used in the tables:

EDT Economic Development and Tourism
HRLE Human Resources Labour and Employment
PSC Public Service Commission
SADAC Saskatchewan Alcohol and Drug Addition Commission

**NUMBER OF EMPLOYEES NOMINATED FOR PSC DEVELOPMENT PROGRAMS**

There are 141 employees nominated for PSC development programs. The number of employees in each program is shown below:

| Program | Nominations |
|---|---|
| Administrative Development | 24 |
| Equity Development | 11 |
| Middle Management Development | 54 |
| * Supervisory Certificate | 15 |
| Senior Management Assessment Centre | 7 |
| Senior Management Development Modules | 33 |
| Senior Management Development Program | 30 |
| Western Career Assignment | 7 |
| TOTAL NOMINATED | 141 |

NUMBER OF PARTICIPANTS IN THE PSC SEMINAR AREAS

Departments requested seminar seats for 3,704 participants. The number of participants for each program is summarized below:

| Program Area | Participants |
|---|---|
| Performance Management | 129 |
| General Seminars | 2,139 |
| French Language | 83 |
| Administrative Support Seminars | 537 |
| Equity Development Orientation | 19 |
| * Supervisory Certificate Orientation | 39 |
| Middle Management Seminars | 438 |
| Senior Management Seminars | 307 |
| Ministerial Assistant Seminars | 13 |
| **TOTAL PARTICIPANTS** | **3,704** |

## J. DEPARTMENT SUMMARIES

The department staff development priorities for 1988/89 are to develop computer literacy, professional, technical and all levels of management skills, as well as providing general career development. The focus of staff development planning is to ensure that employees maintain or develop the skills necessary to do their job. Departments will attempt to provide a full range of staff development activities. However, the extent of staff development depends upon available funding.

**By Department**

- Agriculture's plans reflect the effort to provide the best skill and developmental opportunities possible with available funds. Justice recognizes the need to expand identification of developmental needs and to provide development opportunities for all levels of personnel in the department, but stresses that the extent of staff development activities depends on available funding.

- Economic Development and Tourism, Education, Energy and Mines, and Social Services provide a dollar summary of planned staff development activities. Education further notes that the 1988/89 commitment to staff development has increased from $47,313 - $140,470, an increase of 197%, with a balanced allocation of dollars between skill development and professional update.

- Economic Development and Tourism, Education, Energy and Mines, Justice, and Social Services describe the planned use of internal, Public Service Commission and external sources for staff development programs.

- Parks, Recreation and Culture identifies a need for administration development in the clerical area to coincide with greater areas of responsibility for managers. Agriculture also lists support staff training as a priority.

- The Public Service Commission actively uses managing human performance and views staff development as an integral, essential component of that system. Rural Development see their 88/89 plan providing a base to tie staff development more closely to the program review process.

## III. RECOMMENDATIONS

Based on the analysis of the department staff development plans, the Staff Development Division of the Public Service Commission recommends that:

The **PUBLIC SERVICE COMMISSION:**

- continue to offer skill development courses in computer technology applications;

- emphasize programs that focus on managing change: strategic planning, change management and priority time management.

- emphasize performance management as a sound management philosophy and increase assistance to departments and units in mission and objective setting and work planning;

- continue to provide management development programs for all management levels;

- continue to offer programs on team building and communication;

- focus on developing innovative learning methods.

- provide departments with support and assistance to complete next year's staff development plan, on request.

**DEPARTMENTS:**

- continue to develop a strong link between performance management and staff development planning;

- examine ways to co-ordinate specialized professional and technical skill development to ensure that: i. staff development resources are used effectively and efficiently; and ii. smaller departments have an opportunity to share appropriate resources with larger departments;

- promote career development planning;

- ensure that staff development plans are the result of input from all managers.

The PUBLIC SERVICE COMMISSION AND DEPARTMENTS:

- provide programs that enhances employee management and technical skills in promoting economic development;
- co-ordinate interdepartmental computer skill development courses;
- develop a framework and share resources to promote general human resource planning for employees;
- provide activities to support the development of employment equity programs.

## IV. CONCLUSION

The Government of Saskatchewan Staff Development Plan describes the necessary organizational conditions needed to provide employees with development that will allow them full use of their potential in carrying out the mandate of their departments and the government. The Plan identifies areas of responsibility for departments and the Public Service Commission to develop effective and efficient management of staff development resources.

The importance of staff development in human resource planning is reflected in the commitment, time and effort that went into the department staff development plans (Appendix). It is essential that the potential created in the framework resulting from the analysis of the department's plans be realized by implementing the Saskatchewan Staff Development Plan recommendations in the coming year.

APPENDIX

DEPARTMENT STAFF DEVELOPMENT PLANS

**SASKATCHEWAN AGRICULTURE**
**STAFF DEVELOPMENT PLAN**

## I. INTRODUCTION

Over the past six to eight years there have been many changes in Saskatchewan Agriculture, to the extent that the mandate, structure and size of the Department have been affected.

The mandate of the Department has not changed appreciably, however, the method of delivering the mandate has. The structure now has fewer branches and the size is considerably smaller.

In the fiscal year ending March 31, 1981 (the first year from which accurate comparisions can be drawn because of the present system of budgeting person years), Saskatchewan Agriculture had 16 branches and 752.7 person years. The current fiscal year's estimate (1988-89) contain 528 person years in 12 branches.

The emphasis in delivering the Department's mandate has changed from delivering basic programs to ensuring that our clients' needs are met. Greater emphasis has been placed on providing policy direction and making resources available for research and development.

Some of the trends that have been identified in Saskatchewan Agriculture are:

- ongoing and rapid change is with us;
- an expanded role in policy development will be required; and
- more resources will be devoted to market development, diversification initiatives, value added processing and research and development.

The present issues and goals in the department deal with:

- conserving and improving our natural resources;
- reducing risk factors and income fluctuations for the farm community; and
- providing excellence in service and program delivery.

## II. ENVIRONMENTAL CONSIDERATIONS AND ISSUES

Continued economic problems in the farm sector caused by low grain prices are requiring the department to search for and develop new markets and to diversify the rural economy. This will impact on our human resource planning for the next number of years. Some other factors are:

- The Department is becoming more involved in economic development and this is creating a need for courses in business management.
- A need for employees to use the computer systems more effectively.
- Increased emphasis on marketing, processing and diversification.
- Changes in program delivery are creating a demand for middle management training for in-scope employees.
- Increased use of electronic system of communications between field and central office.
- Government emphasis on reducing government's role in those services that can be provided by industries using the services (downsizing and privatization).
- Increased emphasis on co-operation and "deal making" in achieving government objectives.

## III. IMPLICATION OF DEPARTMENT GOALS/PLANS

Following are three major goals which will greatly affect the department's direction in developmental programs:

- Diversification
  Staff training will be required to ensure that adequate expertise is available to enable the department to achieve progress in this area.
- Value Added Processing
  Staff training will be required to ensure that appropriate expertise is available to identify and develop opportunities in value added processing.
- Soil Conservation
  Some staff training will be necessary to enhance the success of initiatives in this area.

Additional goals to be considered are:

- the need to improve business, entrepreneural and risk/change skills;
- the need for project management skills to enable staff to manage co-operative and joint activity projects;
- stronger human resource skills for managers; and
- interpersonal skills.

## IV. DEVELOPMENTAL NEEDS

Staff development needs resulting from environmental considerations and departmental goals are:

- Management Development courses.
- Microcomputer courses.
- Developing Marketing skills.
- Training in the use of electronic communication equipment; i.e., personal computers, letter facsimile, etc.
- Continued training in the subject matter areas of departmental specialists.
- Training in specific areas which will be identified in the Department's diversification, value added processing and conservation initiatives.
- Opportunity to attend seminars which offer specialized training in publication/AV analysis procedure.

## V. STAFF DEVELOPMENT STRATEGY

The Department plans to provide opportunities for all staff to receive some training or development as it relates to their present work functions and responsibility or to their logical career path.

Staff training is made available to increase productivity and to allow for promotional opportunities.

The Department will use existing organizations and facilities to supply training.

a) We will continue to use the Public Service Commission to provide training in those areas where we have traditionally used them.

b) The University of Saskatchewan, College of Agriculture will be our main source of training for professional and technical upgrading in the field of agriculture.

c) The University of Regina, the University of Saskatchewan and SIAST will provide us with training in a wide variety of subjects.

d) We will also continue to use professional associations and private sector training companies.

## VI. AREAS OF PROGRAM REVIEW OR DEVELOPMENT

More emphasis will be placed on establishing a clear linkage between performance appraisal (where people are now) and program planning/goal setting (where we want them to go and how to get there).

- A number of tests and procedures in the Veterinary Laboratory will be reviewed that will probably require technical upgrading for staff.

- A major study of our computer/word processing/communication system is under review, this could require the Department to upgrade various skills associated with the system.

## VII. INTERNAL STAFF DEVELOPMENT PROGRAMS, SEMINARS, EVENTS AND ACTIVITIES

1. Departmental Professional or Technical Development and seminars.

| Title/Theme of Seminar/Event | Number of Participants | Length | Cost |
|---|---|---|---|
| Introduction to Microcomputers | 10 | 1 day | |
| WP NBI Training | 5 | 1 day | |

2. **EDUCATION LEAVE** - (Leaves for educational purposes approved under policy PS 901-1)

None planned for 1988-89.

3. **TUITION AND BOOKS REIMBURSEMENTS** - (No leave)
(Costs approved under policy PS 901-2)

| Area of Study | Number of Applicants | Percentage of Support |
|---|---|---|
| Computer Science | 2 | 100% |
| Sociology | 2 | 100% |
| Vocational Education | 3 | 100% |
| Financial Accounting | 2 | 100% |
| Adult Education | 3 | 100% |

4. **EXTERNAL CONFERENCES**
(Non-Public Service Commission or Department sponsored or organized.)

| Topic/Theme | Participants | Length | Approx Cost |
|---|---|---|---|
| Agronomy | 4 | 1-3 | $20/day |
| Oil Seeds | 3 | " | " |
| Soil Conservation | 3 | " | " |
| Seed production | 2 | " | " |
| Federal/Provincial Pathology Conf | 1 | 3 | 1,000 |
| Canadian Veterinary Conference | 1 | 5 | " |
| Canadian Public Relations Society | 1 | 4 days | 400 |
| SIA Conference | 20 | 2 days | — |

5. **EXTERNAL SEMINARS**
(Non-Public Service Commission or Department sponsored or organized.)

| Topic/Theme | Number of Participants | Length | Cost |
|---|---|---|---|
| Soils and Crops Workshop | 5 | | |
| Agriculture Updates (various) | | | |
| U. of S. | 40 | 1-3 days | |
| Inst. of Agrologists | 30 | 1-3 days | |
| Administration (IPAC) | 1 | 1-2 hours | $10-$15 |
| Human Resources (CPPMA) | 3 | | |
| Communications | | | |
| PR Workshop | 2 | 2 days | $400 |
| Writing/Editing | 2 | 2-3 day | |
| Speech Writing | 1 | 2 days | $325 |
| Public Information Programs | 1 (U.S) | 2 days | $595 |

6. **INTERACTIVE DISC/TELE-CONFERENCING/COMPUTER MANAGED LEARNING/DISTANCE EDUCATION**

| Title/Topic | Number of Participants | Length | Cost |
|---|---|---|---|
| NIL | | | |

7. **SECONDMENTS**
(List potential positions of secondments to facilitate internal or inter-departmental secondments).

To date none have been identified.

8. **OTHER - NIL**

VIII **PUBLIC SERVICE COMMISSION - STAFF DEVELOPMENT NEEDS ANALYSIS SURVEY SUMMARY**

(Summary of requests for seat allocations in Public Service Commission seminars)

IX **CONCLUSION**

The Department of Agriculture's training budget is rather limited. Our training plan therefore identifies the following priorities, in order to ensure that our employees will possess the repertoire of skills, knowledge and abilities required to meet our goals and objectives.

a) Professional and Technical upgrading which will help employees currently in their area of expertise.

b) Support staff training which will contribute toward keepingthe Department effective and efficient.

c) Training to correct or improve employee performance as identified in the performance appraisal process.

d) Training to prepare employees to accept greater responsibilities.

Department Saskatchewan Agriculture

# Consumer and Commercial Affairs

## Staff Development Plan
## July 1/88 to June 30/89

I. Introduction

a) History

The Department of Consumer Affairs was created in 1972. Since that time, several amalgamations have taken place incorporating the Film Classification Board, the Corporations Branch and Insurance and Real Estate Branch (previously with Provincial Secretary) and the Agricultural Implements Board. In 1981 the name of the Department was changed to Consumer and Commercial Affairs.

b) Key Departmental Issues and Goals

- To promote consumer and business awareness, respect and understanding of their own and each others' rights and responsibilities.

- To develop and promote consumer competency in the exchange of goods and services.

- To ensure that the basic standards of conduct in the marketplace are upheld.

II. Environmental Considerations and Issues

- Reductions in human resources (person years) have necessitated the introduction of automation throughout the department.

- With recent increases in fees for services, clients' expectations are that human resources be dedicated to providing professional, competent and timely service.

III. Implication of Department Goals/Plans

- Automation - A large percentage of available training funds will be devoted to specialized automation training and various computer courses.

IV. Developmental Needs

- The department is committed to upgrading the skills of employees throughout the organization, particularly in the area of automation.

V. Staff Development Strategy

- The department encourages all employees to participate in staff training. At the present time, the department is instituting a broad scope of computer training so expertise is readily available and we are not relying on a few for that expertise.

VI. Areas of Program Review or Development

- Orientation program to be used in conjunction with the Orientation to Government package.

- Team Building Workshop for out-of-scope employees.

VII. 1. Departmental Professional or Technical Development and Department Seminars

| Title | No. of Participants | Length |
|---|---|---|
| Orientation Program | 100 | - |
| Team Building Workshop | 20 | 2 days |

2. Education Leave

Nil.

3. Tuition and Books Reimbursement

| Area of Study | Number of Applicants | Percentage of Support |
|---|---|---|
| Data Processing | 1 | 100% |
| Intermediate Accounting | 1 | 100% |

Other courses may be approved as they are submitted.

4. External Conferences

All conferences are program related and not part of a staff development program (ie. Superintendents' of Insurance Conference, Ministers' and Deputy Ministers' Conferences, Conference of Corporate Law Administrators).

5. External Conferences

Staff may attend such seminars as they become aware of them (e.g. IPAC).

6. Interactive Disc/Tele-Conferencing/Computer Managed Learning/Distance Education

Nil.

7. Secondment

None anticipated at this point in time.

8. Other

Nil.

VIII. P.S.C.- Staff Development Needs Analysis Survey Summary

To be submitted under separate cover.

IX. Conclusion

The Department continues to support the upgrading of all staff in job-related training, with the major emphasis on automation this year.

Department Consumer and Commercial Affairs

# ECONOMIC DEVELOPMENT AND TOURISM
# STAFF DEVELOPMENT PLAN
# OVERVIEW OF STRATEGIC DIRECTION

## I. INTRODUCTION

The creation of the Department of Economic Development and Tourism represents a new and broadened economic development thrust as part of the government's commitment to further development and diversification of the economy.

Acceptance of the proposed new organization structure, and the role of our Department within a proposed Economic Diversification Strategy will determine and allow us to consolidate our programming directions for the future, and consider staff development needs in the appropriate context.

### Mission Statement

To provide services and programs in support of small buisness, co-operatives, manufacturing, service sector and tourism industry as a means of diversifying the Saskatchewan economy.

### Objectives

Develop and deliver programs to support the growth and diversification of business enterprises in Saskatchewan, especially those in small business, tourism, and production of goods and services.

Assist business enterprises and industry organization to become effective and competitive by providing advisory and consultation services especially those relating to start-ups, financing, business planning, marketing and government relations.

Communicate the nature and availability of government programs and services to the businesses, co-operatives, and industry organizations; communicate the needs of these client groups to government.

Efficient and effective administration of government programs and policy to serve the people of Saskatchewan.

## II. ENVIRONMENTAL CONSIDERATIONS AND ISSUES

- changing global economics;
- increased international competition for investment dollars and projects;
- increased provincial interest in diversification with decreased resources, both human and financial, in the delivery of programs;
- rapidly changing technology, both within the government, and the business sector which is our major client group (the department is currently developing a system strategy);

- development of a new economic diversification strategy and a tourism strategy is currently underway, which will establish clearer directions for future department programming;
- The Department has The Employees Advisory Members committee (TEAM) which deals with employee issues to improve the quality of life in the workplace. A recent survey was conducted on morale issues which resulted in some recommendations to management respecting staff development.
- reorganization will shift the focus from sectoral base (ie/tourism, business, co-operatives, the north, etc.) to a functional emphasis (ie/delivery of services, program and project management and communication);
- raised expectations have resulted from the initiatives being taken to prepare a staff development plan;
- limited financial resources.

III. IMPLICATION OF DEPARTMENT GOALS/PLANS

- The integration of the Co-operative Development Branch with Regional Services will result in a need for internal training of department staff - how we service co-ops and the role of the business consultant.
- Development of a systems strategy will require an emphasis on increased computer literacy within the department. This is important, not only for reasons of internal efficiency, but also to keep up and assist with our business clients in this technology.
- Policies will have to be developed governing participation in general staff and career development courses.

IV. DEVELOPMENTAL NEEDS

Reorganization and acceptance of new strategies will raise expectations for new programming initiatives; and a strong delivery system. Skills which will be important in achieving this include:

- Professional Development

  - orientation of staff to new areas of responsibility resulting from reorganization;
  - business counselling and analysis;
  - client communication;
  - marketing;
  - negotiating;

- **Management Development**

  - developing the management team - decision making processes.

- **Technical/Administrative Development**

  - computer literacy as determined by the Systems Strategy.

- **Career Development**

  - Develop policies based on the following issues raised by TEAM:

  - little opportunity to participate in courses for staff at all levels; and particularly for non-permanent staff;
  - department has not encouraged staff to participate in self or career development courses;
  - department should seriously consider "tailor-made" courses for department staff;
  - branches should pay for job related courses; the department for career development and the employee for self-development.

## V. STAFF DEVELOPMENT STRATEGY

Given limited funding; this year's strategy could be restricted to addressing computer literacy needs and some internal initiatives in response to reorganization; and the employee needs survey.

The Development and implementation of this plan responds to the issues brought forward by TEAM. A copy of the plan will be made available to TEAM for their comments.

# STAFF DEVELOPMENT PLAN
# ECONOMIC DEVELOPMENT AND TOURISM
# JULY 1/88 - JUNE 30/89

## VI. AREAS OF PROGRAM REVIEW OR DEVELOPMENT

| Department | Program |
|---|---|
| Economic Development and Tourism | - Develop a department-wide computer literacy training program based on recommendations from the department Systems Strategy (Sept./88). Details of this are not included in this plan, as this would be premature. |

| Branch | Program |
|---|---|
| Administration | - Computer training (Word Perfect, DOS).<br>- Develop an intra-departmental work experience assignment program. |
| Communications | - N/A |
| Regional Services | - Supplement Business Consultants "on the job" training with a program for staff development at the general meetings for all field staff. |
| Co-operatives | - Develop an effective identification plan of the co-operatives program for the Regional Services staff (as a result of reorganization). |
| Tourism Marketing | - Develop a Market Place Activity seminar. |
| Industrial Development | - Computer application training for all staff.<br>- Keep staff up to date on developments in business and industry through memberships in relevant organizations, the use of directories, business and trade publications and newspapers. |

VI. **AREAS OF PROGRAM REVIEW OR DEVELOPMENT** (continued)

| Branch | Program |
|---|---|
| Tourism Development | - N/A |
| Program Management | - N/A |
| Venture Capital | - Computer training for new staff. |
| Policy Development | - Computer training for new system.<br>- "on the job" training/development for clerical support. |
| Business Library | - Computer training for library system. |

## VII. INTERNAL STAFF DEVELOPMENT PROGRAMS, SEMINARS, EVENTS AND ACTIVITIES

### 1. Professional or Technical Development and Seminars

| Branch | Title | Number of Participants | Length | Cost |
|---|---|---|---|---|
| Administration | - Dept. computer training. | 5 | 1 day | _____ |
| Communications | - Dept. computer training. | All staff | _____ | _____ |
| | - Business knowledge, skills (training with Regional Services). | All staff | _____ | _____ |
| Regional Services | - 4 general meetings for field staff. | 50 | 1-2 days | expenses |
| Co-operatives | - N/A | | | |
| Tourism Marketing | - Market Place Activities (background, presentation, getting customer attention). | 6-7 | 1 day | $1,000 |
| Industrial Development | - Dept. computer training. | All staff | _____ | _____ |
| Tourism Development | - N/A | | | |
| Program Development | - N/A | | | |
| Venture Capital | - Branch computer training. | New staff | _____ | nc |
| Policy Development | - Dept. computer training. | 2 | _____ | _____ |
| Business Library | - Dept. computer training. | 4 | _____ | _____ |

### 2. Education Leave

N/A for all Branches.

3. Tuition and Book Reimbursement

| Branch | Area of Study | # of Applicants | % Support |
|---|---|---|---|
| Administration | N/A | | |
| Communications | - Marketing/Business Admin.<br>- MBA | 2<br>1 | 100<br>100 |
| Co-operatives | N/A | | |
| Regional Services | - Admin. Certificate<br>- CGA | 1<br>1-4 | 100<br>100 |
| Tourism Marketing | - Management | 1 | |
| Industrial Development | - As requests are made. | | 100 |
| Tourism Development | N/A | | |
| Program Management | - CMA | 1 | 100 |
| Venture Capital | - Will consider as a Staff Development option. | | |
| Policy Development | - Administration | 1 | 100 |
| Business Library | - Administration | 1 | 100 |

4. External Conferences

| Branch | Title | Number of Participants | Length | Cost |
|---|---|---|---|---|
| Administration | - Women in Business | 3 | 1 days | $ 95 |
| Communications | - 2 Conferences (TBD) | 2 | 2-3 days | $ 300 |
| Regional Services | - IDAC | 2 | 1 week (Includes Expenses) | $2,500 |
| Co-operatives | - 2 Conferences (TBD) | 5 | 2 days | $ 100 |
| Tourism Marketing | - National Tour Association | 3-4 | 4 days | $2,500 |
| | - American Bus Association | 3-4 | 4 days | $2,500 |
| | - ACTA | 3-4 | 4 days (Includes Expenses) | $2,500 |
| | - (Conference attendance also includes job function) | | | |
| Industrial Development | - 10-15 Conferences (TBD) | Varies | _____ | _____ |
| Tourism Development | - Canadian Institute of Planners | 1 | 2 days | $ 100 |
| | - 2 Conferences (TBD) | 1 | 2 days | $ 200 |
| Program Development | N/A | | | |
| Venture Capital | - CAVC (national/commercial) | 1 | 3 days | $ 500 |
| | - Annual Interprovincial Venture Capital Conference | 1-2 | 3 days | Expenses |
| Policy Development | - Canada Travel Research Institute | 1 | 3 days | _____ |
| | - International/National Conference of Small Bus. | 2 | 4 days | _____ |
| Business Library | - Canadian Library Assoc. | 1 | 5 days | $ 200 |
| | - Saskatchewan Library Assoc. | 1-2 | 3 days | $ 50 |

5. External Seminars

| Branch | Title | Number of Participants | Length | Cost |
|---|---|---|---|---|
| Administration | N/A | | | |
| Communications | - Computer Graphics | 1 | 2-3 days | $ 300 |
| Regional Services | - Business Related Seminars (TBD) | 20 | 1 day | $ 75 |
| Co-operatives | - 2-3 Seminars (TBD) | 9 | 1 day | $ 40 |
| Tourism Marketing | - Incentive Travel | 1-2 | 4 days (Includes Expenses) | $1,500 |
| Industrial Development | - 10-15 Seminars related to Branch needs (tbd) | Varies | _____ | _____ |
| | - Farm Progress Show | All Staff | _____ | _____ |
| Tourism Development | - N/A | | | |
| Program Management | - May be a need for seminars if Legislation is implemented. | | | |
| Venture Capital | - Professional Updating 1 in Tax and Accounting. | 1 | 1/2-1 day | $ 250 |
| Policy Development | - 2 Branch related Seminars (tbd) | 2 | 1/2 day | _____ |
| Business Library | - 2 Library Workshops (tbd) | 1-2 | 1/2-1 day | Varies |

6. Interactive Disc/Tele-conferencing/Computer Managed Learning/Distance Education

N/A for all Branches.

7. Secondments

N/A for all Branches.

## VIII. DEPARTMENTAL PSC NEEDS ANALYSIS SURVEY

See Attached Needs Analysis

## XI. CONCLUSION-SUMMARY

1. Computer literacy training - as defined through the employee needs survey; and to be supplemented by recommendations which will be forthcoming from our Systems Strategy.

2. In-house training to respond to organization change - including a program on co-operatives for Regional Service staff; and the development of Marketplace Activity Seminars for Tourism Marketing staff.

3. Resonse to Employee Needs Survey - resulting in 114 participants in P.S.C. offered concerns at a cost of $16,240 tuition and $26,560 salary costs; plus 5 nominees for special programs. (See Appendix A).

Department of Education

**STAFF DEVELOPMENT PLAN**

## I. Introduction

In 1987-88 Saskatchewan Education experienced substantial change internally with the amalgamation of three departments; Advanced Education and Manpower, Education and the Provincial Library. At the same time as the amalgamation occurred, the department went through a major downsizing program which included both early retirement and layoffs. Following, was a physical relocation and integration of the department. Direct administration of the technical Institutes ceased on December 31, 1987 with the establishment of SIAST.

The Minister's Brief entitled "The Year Ahead", and the Directions Report, provide the mandate and guiding principles for Saskatchewan Education. These reports stress the need for change to meet society's expectations. They also stress the importance for all the stakeholders in Education to work cooperatively, to collaborate and to communicate to meet the challenge of change.

A period of substantial change lies ahead for the entire educational system. The agenda for change is driven by the emergence of a new global economy in which knowledge and information are the dominant factors; secondly, by the dramatic increase in the numbers of students who stay in school until age 18; and thirdly, by the declining number of adults with children in school.

Saskatchewan Education in the year ahead will be designing and implementing a new curricula which will provide a strong command of language, the fundamentals of math and science, a knowledge of the history and geography of our country, the ability to think critically and independently, an introduction to new technology in the work place as well as stressing social and community values.

Saskatchewan Education will be looking at proficiency levels and support programs to raise these levels. We will focus on new teaching techniques to develop critical thinking and independent learning.

We will review and design new procedures for teacher, students and program evaluations, as well as monitor educational effectiveness.

Social issues and expectations have impacted schools through the integration of students with disabilities, and greater numbers of students staying in school. This creates a diversity in student ability, family circumstance and parental expectation. Children of native ancestry and children in the north require special attention.

We must maintain public confidence and support for education given the declining numbers of adults with children in the school system. The major financial supporters no longer have a direct interest nor can we expect them to continually increase their level of financial support. Therefore, effective management of expenditures and maximizing efficiency is critical. The public must also become more involved in the decision making in education locally and provincially.

Links between the K-12 and the post-secondary system must be expanded to meet the challenges faced by education in the years ahead. These links should include a sharing of facilities, consistent assessment of entrance requirements and provision for special needs students beyond grade 12.

We must increase the representation of women in management and natives at all levels in the education community.

We must provide for equity in education by increasing the percentage number of native teachers in the system to reflect the levels of native students. The representation of women in educational administration must be increased to reflect their numbers in the profession.

Teachers require professional developmental opportunities, alternate career pathing, and coordinated in-service strategies.

The department must provide leadership in education at all levels and in all areas including policy development, program development and implementation, funding, communication, and service to the client groups.

## II. Environmental Considerations

The definition of a quality education is in large part determined by the changing environment. Education must be prepared to respond to these demands to ensure children and adults are adequately prepared for the future.

Saskatchewan Education must consider, and be able to respond to:

- increasing expectations of educational organizations;
- issues of equity in education;
- financial restraint;
- technological change;
- integration of persons with disabilities into society; and
- economic trends.

## III. Implications of Departmental Goals/Plans

The goals of education require a proactive approach in change to meet the demands and challenges of the environment. Saskatchewan Education, through a proactive approach to change will:

- develop policy and program relative to emerging trends;
- implement Common Essential Learnings in Core Curriculum;
- improve communication, internally among the stakeholders in education;
- develop and implement monitor and evaluation processes;
- learn to use change in a positive manner;
- analyze and develop funding formulas and policy;
- effect movement towards equity in employment; and
- develop staff to deal with increased and/or changing demands.

## IV. Developmental Needs

Computer Training:
- WP
- Micro
- Data Base

Stress Management:
- Conflict Resolution

Labour Relations:
- Contract Negotiations

Communication:
- Written
- Oral Presentation
- Collaborative Consultation

Planning, Evaluation, Monitoring:
- Problem Solving
- Decision Making
- Analysis
- Audit, Investigation and Collection
- Resource Management
  - Financial
  - Human Resource
- Planning and Organization

Equity:
- Awareness
- Cross Cultural

Professional Development:
- CEL's (Common Essential Learnings)
- French Language
- Specialized Subject Areas
- Emerging Trends
- In Service
- Self Assessment
- Updating Knowledge

## V. Staff Development Strategies

Our strategy to meet departmental development needs for effective program delivery is to focus on three areas, communication, keeping knowledge and programming current, and developing or enhancing skills to lead the change process.

### Communication

- regular staff meetings, retreats and planning seminars to ensure good communication flow;

- monthly informational seminars to share necessary policy and procedures;

- development of computer related skills to ensure faster, more accurate analysis and dissemination of information; and

- programming seminars to ensure staff are aware of and knowledgeable in major program areas.

Knowledge

- ensuring departmental representatives keep up to date in their field of expertise through attendance at professional conferences and seminars;

- ensuring departmental representation at national conferences; and

- provision of awareness seminars ie. equity, cultural.

Skill Development

- providing opportunities for employees to develop the skills required in their present positions;

- providing opportunities for skill development which would enhance their present positions; and

- providing for development which will equip employees with the skill to lead "change".

These three areas will be developed through internal activities such as in-service training and branch seminars, the use of external conferences and seminars, PSC sponsored seminars and deliberate development activities, such as secondments, reassignment, etc.

## VI. Staff Development Programming Areas of Review/Development

Major focus will be given to the review and or development of programs to:

1) increase the level of computer literacy in the department. This will be done collaboratively with the Information Resources Branch;

2) increase equity awareness and action for all target groups, but specifically in cross cultural awareness of the native and deaf cultures;

3) increase the flow of information provided to supervisory and management staff;

4) equip staff with the skills to handle change in a positive manner and subsequently "lead" change in the educational community; and

5) orient new and seconded employees to Saskatchewan Education.

## VII. Internal Staff Development Programs, Seminars, Events and Activities

1. Internal Events - $6,000
   - Branch Seminars

   a) Awareness Seminars
   - Orientation
     - to government
     - to department
   - Equity
     - general
     - Indian and Metis
     - bias and stereotyping
   - Mandate and Goals
   - New Technology

   b) Skill Development
   - computer
     - WP/IBM/Wang
     - microcomputers
     - data base
     - 4th Gl (ZIM)
   - communication
     - written
     - interpersonal
   - networking
   - assessing client needs
   - budgeting
   - program evaluation
   - investigation, audit and collection
   - stress management - coping with demands
   - industrial training

2. Education Leave - 0
   - no financial support but 9 persons will be persuing their education through leave without pay, flex hours, vacation and SDO useage

3. Tuition Fee Reimbursement - $4,400
   - 22 persons, including the 9 mentioned previously, will receive tuition fee reimbursement at 100% support - approximate cost - $4,400

4. External Conferences & Seminars
   - 189 participants $57,930
   - job/topic related - keeping abreast in professional field

5. Internal Seminars - (200 - 250) $6,000
   - first aid
   - cataloguing
   - CS professional development
   - data base searching
   - IBM/Wang WP
   - Goal setting

   Communication
   - team building
   - Core curriculum
   - student information system
   - computer literacy
   - guidance - career ed.

6. Computer Managed Learning
   - lotus tutorial
   - WP
   - accounting

7. Secondments
   - secondments (2) from Provincial Library to Curriculum for enhancement and understanding
   - secondment - Student Financial Services PL2 to Human Resources PL3 - deliberate development equity
   - Jr. systems' analyst to PL3, deliberate development, equity
   - CT2 from University Affairs to Communications - enhancement

8. Other
   - consultations with field i.e. regional libraries, school organizations
   - consultation with other provinces

VIII. **Public Service Commission**

- 525 participants, 948 training days for $66,140

| IX. **Summary** | $140,470 |
|---|---|
| Internal Events | 6,000 |
| Education Leave | 0 |
| Tuition Fee Reimbursement | 4,400 |
| External Events | 57,930 |
| Internal Seminars | 6,000 |
| Computer Managed Learning | 0 |
| Secondments | 0 |
| Consultation with other Provinces | 0 |
| PSC Sponsored Seminars | 66,140 |
| | $140,470 |

**SUMMARY OF COST**

1988-89 commitment to development of our staff has increased 197% from approximately $47,313 to $140,470. The growth is substantial in all areas with a major emphasis in Curriculum and Instruction reflecting the increased activity.

Staff development dollars are allocated at a relatively equal level, for skill development and for professional update interactions designed to ensure our knowledge is current.

We will be pursuing, on a department-wide basis, computer literacy to ensure faster, more accurate dissemination and analysis of information.

We will also be embarking on department-wide equity awareness and promotional activities.

A need has surfaced to improve our communications system to ensure understanding and integration occurs throughout the department. This will be accomplished through presentations at staff meetings, monthly informational seminars, block seminars on specific topics, newsletters, etc.

We must also improve communication with all the stakeholders in education.

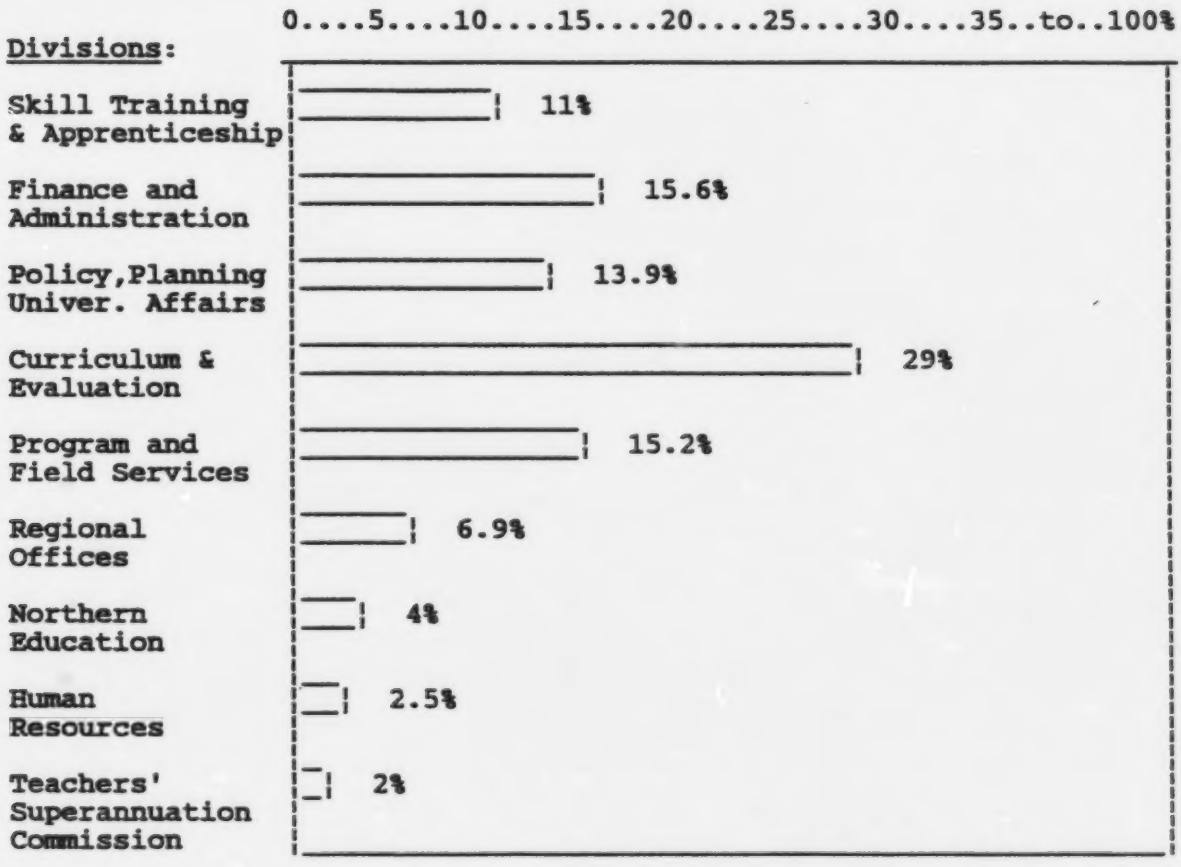
Our professional staff will be keeping their knowledge base current through attendance at national and provincial association seminars and conferences.

A concerted effort has been made to ensure staff have access to training and/or developmental opportunities. We are participating in many of the programs offered by the Public Service Commission.

ALLOCATION OF

STAFF DEVELOPMENT FUNDS BY DIVISION

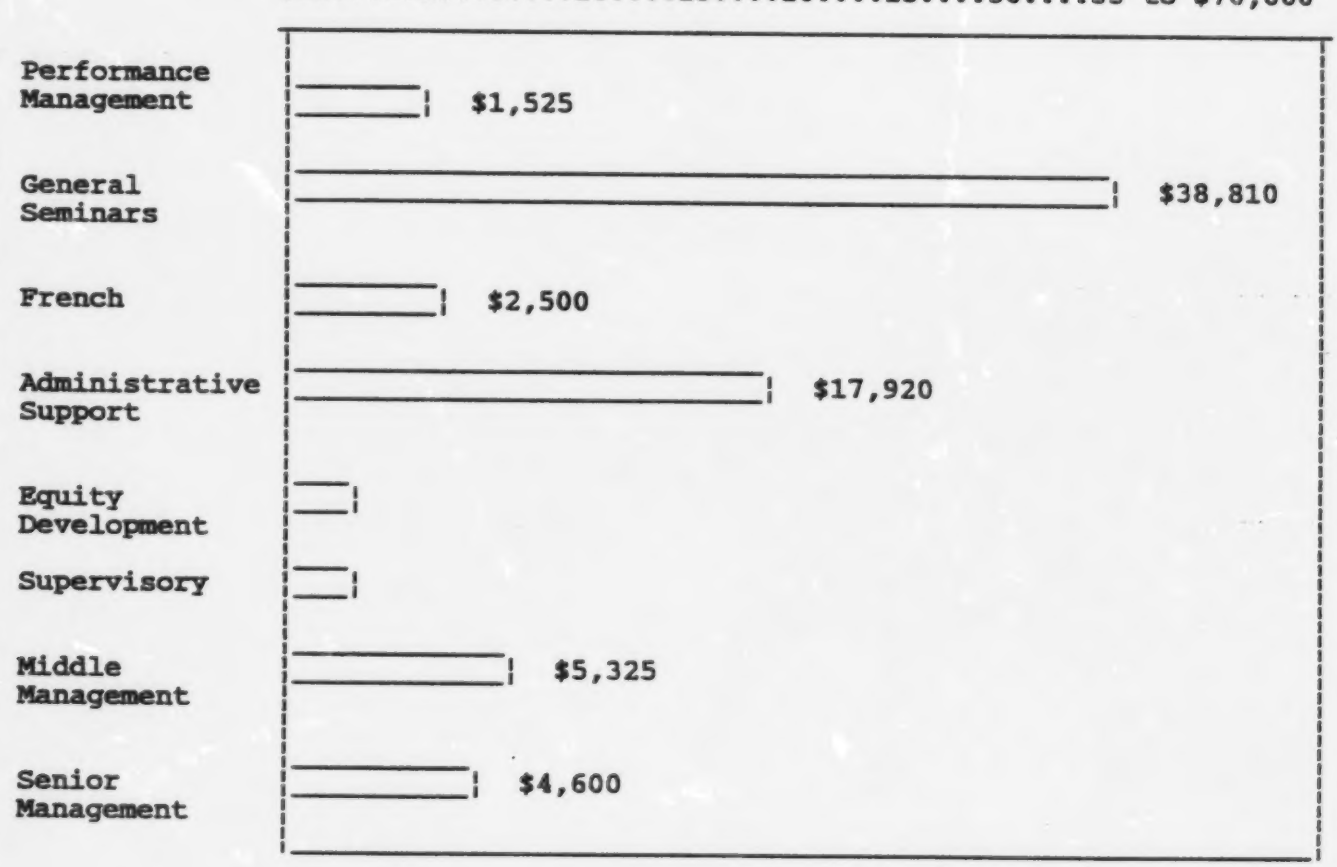
TOTAL




(Saskatchewan Education, Staff Development Budget totals $140,470. Percentages reflect divisional portion of entire budget).

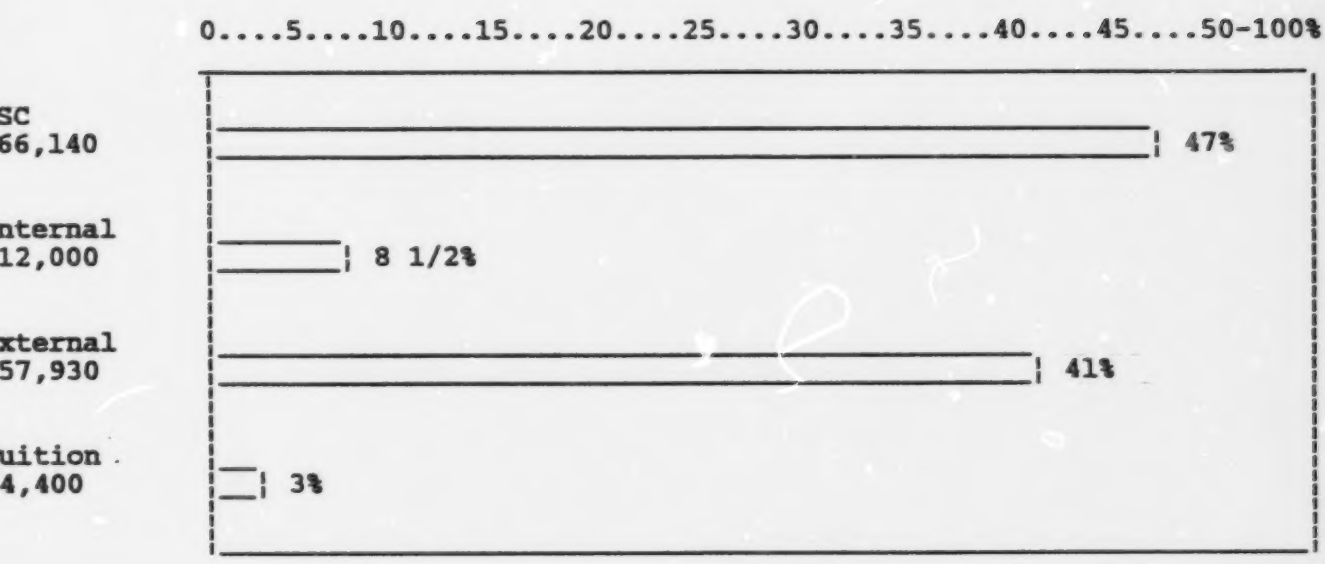
BUDGET ALLOCATED TO

PSC PROGRAMMING



BREAKDOWN OF EXPENDITURE

BY MAJOR CATEGORIES



ENERGY AND MINES
Staff Development Plan
June 1, 1988 to May 31, 1989

## I. INTRODUCTION

The mandate for the Department of Energy and Mines is to maximize the discovery, development and utilization of the province's energy and mineral resources for the long term benefits of the people of Saskatchewan.

Low and unstable resource commodity prices, natural gas deregulation, free trade and growing concern over environmental matters will continue to influence the goals of the department related to the management of the province's energy and mineral resources.

In 1988-89, the department's goals are:--

-Update land tenure regulations for oil and gas
-Implement oil and gas environmental fund
-Strengthen environmental protection guidelines/ regulations
-Develop new oil and gas production disposition system
-Develop plans for disposition of oil and gas rights in the Grasslands Park and Primrose Air Weapons range
-On-going efforts related to the Husky Bi-Provincial Upgrader project
-Negotiate a new Mineral Development Agreement
-Continue improvement in data handling, particularly computerization of manual systems
-Finalization of a strategic information systems plan for department
-Continuation of effort to restrain expenditures through review of priorities and effective allocation of resources
-Provide a smooth transition from a regulated natural gas market to a deregulation market
-Review the coal royalty/tax regime
-Increase sales of potash
-Introduce new associated gas royalty/tax system.
-Design, develop and implement new heavy oil/fossil fuels research, development and demonstration agreement
-Develop and implement staff development strategy
-Maintain a highly motivated and effective staff
-Promote and continue the organizational culture of a collegial approach and cooperative work environment
-Revise the uranium royalty structure

## II. ENVIRONMENTAL CONSIDERATIONS AND ISSUES

-Government policy with respect to public participation /privatization could have implications for department.
-Impact of downsizing the department and continued restraint means the need to do work with less resources
-Increase in mining industry activity is causing back-logs in processing of geological data
-Need for positive investment climate to maximize gov't revenues while preserving the attractiveness of private investment
-Availability of microcomputer technology has generated demand from staff for training and hardware which has facilitated opportunities for savings in routine processing areas, better products, and improved analytical capability
-Volume of data collected has increased particularly in oil and gas areas

## III. IMPLICATION OF DEPARTMENT GOALS/ISSUES FOR STAFF TRAINING

-Development of a strategic systems plan and increasing workloads with less resources puts more of a focus on training in systems areas
-Tight budget situation provides little flexibility with regard to staff training and professional development and affects planning activities
-Continual efforts in revising and/or developing royalty/tax systems and resource policies necessitates attendance at conferences and seminars which deal with these types of issues.

## IV. DEVELOPMENTAL NEEDS

-Improve skill sets of staff as it relates to the use of word processing, micro computer technology and different software packages such as desktop publishing
-Improve management skills of staff with potential for promotion into more middle and senior management positions
-Continue professional development of staff and improvement of technical skills through participation at workshops, seminars, education courses and conferences.

-Provide opportunities for staff to improve their ability to handle stress in the work place and heavy workloads
-Respond to aspirations of staff members for opportunities for career development, including more variety of work performed.
-Facilitate the development of job opportunities that will allow for the enhancement of employee's career opportunities
-Enhance/maintain employees' skills in providing service to our clients
-Develop greater in-house expertise regarding oil and gas environmental issues and technological advances in the area of horizontal drilling.

## V. STAFF DEVELOPMENT STRATEGY

Develop and maintain a highly skilled and productive staff and create a work environment which provides challenges and opportunities for our employees to work at their fullest potential. This strategic plan intends to provide staff with the maximum opportunities to improve their skills within budgetary constraints through attendance at department seminars, Public Service Commission courses, external seminars and conferences, tuition rebates and education leave, job re-assignments and on the job training.

## VI. AREAS OF PROGRAM REVIEW OR DEVELOPMENT

A need to develop a career planning workshop and the provision of on site career counsellors would greatly assist employees coping with lack of job mobility or for staff wishing to enhance their current employment skills..

## VII. STAFF DEVELOPMENT ACTIVITIES

1. Department Internal Seminars:

| TITLE/THEME SEMINAR/EVENT | NO. OF PARTICIPANTS | LENGTH | COST |
|---|---|---|---|
| First Aid | 20 | 1 day | $500 |
| Office Security | 15 | 1.5 hr. | -- |

| | | | |
|---|---|---|---|
| Orientation(2) | 20 | 2 hr. | -- |
| Employment Equity (awareness) | 15 | 3 hr. | -- |
| Advanced Unix | 4 | 2-3 days | $1000 |
| Data Base Program | 3 | ? | -- |
| Special sheet Program | 3 | ? | -- |
| Zed/Carto Cartographic Editing Software | 7 | 5 | $5000 |

2. Education Leave:

| Area of STUDY | No. of Applicants | LENGTH | PERCENT SUPPORT |
|---|---|---|---|
| M.Science (Environ.Engineering) | 1 | 1 year | 80% |

3. Tuition and Books Reimbursement:

| Area of Study | No. of Participants | Percentage of Support |
|---|---|---|
| B.Admin.class | 1 | 100% |
| Admin/CMA | 6 | 100% |
| Computer Class | 3 | 100% |

4. External Conferences:

| Topic/Theme | No. of Participants | Length | Cost |
|---|---|---|---|
| Petroleum Tenure Issues | 2-3 | 2 | n/a |
| Annual CIM Conference/Meet | 4 | 3 | 680 |
| Oil and Gas Mkts. | 1 | 2 | 475 |

| | | | |
|---|---|---|---|
| Mining Related | 3 | 3-4 | 3000 |
| Mineral Develop. | 4 | 3-4 | 4000 |
| Precambrian Geol. | 4 | 3-4 | 2750 |
| Sedimentary Geol. | 3 | 3 | 2500 |
| Geol.Admin. | 2 | 3 | 2500 |
| CIPS (Systems) | 2 | 2 | 420 |
| Mine Assessors | 2 | 4-5 | 3000 |
| IPAC Conf. | 1 | 2 | 350 |
| Uranium Institute | 1 | 3 | 1400 |
| US Council for Energy Awareness | 1 | 2-3 | 1400 |

5. External Seminars;

| Topic/Theme | Participants | Length | Cost |
|---|---|---|---|
| Sedimentary Geo. | 2 | 3 | 800 |
| Data Ease Program | 4 | 8 | 640 |
| Rapid Systems Analysis | 1 | 5 | 770 |
| Desktop Publishing | 2 | 4 | 320 |
| Strategic Planning | 1 | 3 | 500 |
| Microcomputer Courses | 2 | 6 | 500 |
| MicroCommunications | 1 | 2 | 400 |
| Oil Spill Containment and Recovery | 2 | 2-3 | 400 |
| Land Reclamation | 1 | 2-3 | 200 |
| B.O.P. Training | 2 | 2-3 | 400 |

| | | | |
|---|---|---|---|
| Oil & Gas Economics | 1 | 5 | 495 |
| Oil Well Logging | 1 | 3 | 295 |
| Intro. to Prod. Opers. | 1 | 2 | 195 |
| Intro. to Pet.Indust. | 1 | 2 | 195 |
| Pet.Reservoir Engineering Course | 3 | 15 | 1485 |

6. Secondments

1. Positions - 2
2. People - 4

VIII. Public Service Commission - Staff Development Needs Analysis Survey Summary -- see attached

## IX. Conclusion

Department is planning on:--

| | | Cost |
|---|---|---|
| 9 | Internal Seminars | $6,500 |
| 1 | Education Leave | $27,480 |
| 9 | Tuition Rebates | 1,980 |
| 13 | Conferences | 22,475 |
| 15 | External Seminars | 7,595 |
| 45 | P.S.C. Courses | 21,110 |
| | Total Cost: | $87,110 |

# SASKATCHEWAN ENVIRONMENT AND PUBLIC SAFETY

## Staff Development Plan

### I. Introduction

The department expanded in 1986 with the addition of the Emergency Measures Organization from Urban Affairs and again in 1987 when the Technical Safety Services Branch of Labour joined the department.

In recognition of these transfers the mandate is now threefold:

**Environmental Protection**

- To protect and enhance the environment in a manner that promotes the physical, economic and social well-being of the people of Saskatchewan today and in the future.

**Public Safety**

- To provide and maintain safety standards for industry and the general public in the fields of boiler and pressure vessel, gas, electrical and elevator installations; amusement rides; fire safety; and building standards and accessibility.

**Emergency Measures**

- To develop and maintain an effective emergency response capability at the provincial and municipal levels of government to ensure the survival and recovery of our citizens and communities from any peacetime emergency or disaster.

### II. Environmental Considerations and Issues

- The Boiler and Pressure Vessel Safety Branch requires very specialized employees who are very difficult to recruit.

- The department has many small field offices.

- The department is downsizing through transfer of the Gas and Electrical inspections to Sask Power.

### III. Implication of Department Goals/Plans

- The department is downsizing and as a result a new branch will be formed and some internal reorganization will occur.

### IV. Developmental Needs

- Half of the eligible M&P classification plan employees are currently enrolled in the Middle Management Program and there is a need to continue this process as well as combining with it an assessment of benefits derived.

- One branch in particular devotes all funds to specialized training excluding general development seminars - there is a need to ensure all branches allocate funds specifically to general seminars.

V. Staff Development Strategy

The department will continue its ongoing Staff Development process. The department performs yearly appraisals on all its in-scope as well as out-of-scope employees and also for in-scope employees at the top of the range. Part of the process is to identify staff development needs to enhance employees' performance. This is a two-way link and allows the employee or the supervisor to make suggestions. Employees are encouraged through the Human Resources Section and their own branches to review their development needs on an ongoing basis. Each year they are also asked to review the Needs Analysis with their supervisors to determine their needs for the forthcoming year. The requests for spots in various seminars are subjected to further checks by branch management and the Staff Development Co-ordinator.

Employees are also encouraged to take classes at outside institutions to enhance their education/job skills and the Tuition and Books Reimbursement policy is utilized when applicable.

VI. Areas of Program Review or Development

Staff development needs are met through PSC seminars and other external sources as shown in VII.

VII. Internal and External Staff Development Programs, Seminars, Events and Activities

1. The department does not plan or deliver any internal seminars.

2. The department has one Educational Leave application. The employee will complete his Bachelor of Arts degree over a four month period. The department is recommending 65% support.

3. The department will continue to consider requests for Tuition and Books Reimbursement. In the past year five employees successfully completed classes and 100% support was provided. The areas of study were hydrology, typing, geography, video production and soil and water microbiology. One approved request is forthcoming for a geology class.

4. External Conferences

| Topic/Theme | Number of Participants | Length | Cost |
|---|---|---|---|
| Environmental Assessment | 1 | 2-3 days twice a year | *N/A |
| Ecological Areas | 1 | 2 days | N/A |
| Wastewater Technology | 1 | 2-3 days | $300 |
| Uranium | 6 | 3 days | $2,000 |
| Fire Instructors Conference | 1 | 5 days | $2,000 |
| Fire Commissioner's Association | | 7 days | $2,000 |
| Arson Investigators Conference | 1 | 5 days | $2,000 |
| Emergency Measures Planning | 2 | 5 days | N/A |
| Tornado Contingency Planning | 2 | 5 days | N/A |

5. External Seminars

| Topic/Theme | Number of Participants | Length | Cost |
|---|---|---|---|
| Assessment Process | 1 | 2-3 days | N/A |
| Fire Investigation School | 1 | 5 days | $900 |
| Alberta Public Safety College Seminar | 1 | 5 days 3 times a year | N/A |
| Hazardous Materials Incidents | 2 | 5 days | |
| Emergency Preparedness College Seminars | 1-4 | 26 separate seminars | N/A |

*N/A - Not available

6. No application

7. Secondments

One employee, has indicated a desire for an inter-departmental secondment. There may be other potential candidates throughout the department but management is reluctant to advance any names because most branches operate with a very small staff component, making it difficult to be without that experienced employee for any length of time.

8. Other

Throughout the year the department receives requests from clubs, organizations and classes for speakers on a variety of related topics. Employees are encouraged to accept speaking engagements since this type of experience is a valuable part of the developmental process.

VIII. Our Staff Development Needs Analysis Survey Summary is attached.

IX. Conclusion

During the forthcoming year we will continue to promote staff development at all levels of the organization.

Department Environment and Public Safety

# Staff Development Plan
# for
# The Department of the Executive Council
# 1988-89

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## I. INTRODUCTION

Executive Council provides a variety of services with the object of meeting the following priorities:

1. Ensuring that the policy directions of the Premier and his Cabinet are implemented through the public service of Saskatchewan.
2. Supporting the Cabinet Decision-Making Process.
3. Providing central initiative, advice, and staff resources to departments and agencies to assist them in conducting policy development activities in areas which are deemed by Cabinet to be of major importance.
4. Managing the Province's intergovernmental relations with the federal government, other provinces, the territories, and foreign jurisdictions and to pursue the province's interests in those jurisdictions.

## II. ENVIRONMENTAL CONSIDERATIONS AND ISSUES

- operate at bureaucratic/political interface more than any other department
- give central direction
- have substantive and frequent interjurisdictional contact and negotiation
- attract high potential employees
- have high turnover rates
- operate in high pressure/stress environment

## III. DEPARTMENT GOALS

- continue support to Cabinet and the Cabinet Decision-Making Process
- continue policy leadership and guidance for the Government of Saskatchewan
- continue participation in international twinning agreements and trade negotiations

IV. DEPARTMENT GOAL IMPLICATIONS AND DEVELOPMENT NEEDS

- provide developmental opportunities for high potential civil servants and support these employees' participation in advanced management programs
- need for courses on negotiation, interpersonal skills, and other related skills
- need for alternate language training
- need for basic training for support staff to address the relatively rapid turnover and the need for stress management

V. STAFF DEVELOPMENT STRATEGY

Executive Council will continue to support its employees' developmental needs by encouraging the utilization of the Middle and Senior Management Development Programs, the Western Career Assignment Program, the French Language Training Program, the Ministerial Assistant Program, and the Administrative Support Program.

VI. AREAS OF PROGRAM REVIEW OR DEVELOPMENT

Nil Report.

VII. INTERNAL STAFF DEVELOPMENT PROGRAMS, SEMINARS, EVENTS AND ACTIVITIES

1. Departmental Professional or Technical Development and Department Seminars

| Title/Theme of Seminar/Event | Number of Participants | Length | Cost |
|---|---|---|---|
| Employment Equity | All Dept. Managers (Approx. 15) | 1/2 day | Not Available |
| MS DOS/Word Perfect Computer Training | Approx. 70 | 2½ days | Not Available |
| Lotus 1-2-3 Computer Training | Approx. 12 | 2½ days | Not Available |

2. Education Leave

Nil Report

3. Tuition and Books Reimbursement - (No Leave)

| Area of Study | Number of Applicants | Percentage of Support |
|---|---|---|
| Continuing Education (Administration) | Approx. 5 | 100% |

4. External Conferences

Nil Report.

5. External Seminars

Nil Report.

6. Interactive Disc/Tele-Conferencing/Computer Managed Learning/Distance Education

Nil Report.

7. Secondments

Executive Council enables employees from other departments to gain central agency experience by placing them in the Cabinet Secretariat as Cabinet Officers. The Secretariat is a support mechanism for Cabinet. It provides background briefing to ensure that Cabinet decisions are informed decisions. The average term of appointment for each secondment is one and one-half years.

8. Other

Nil Report.

VIII. PUBLIC SERVICE COMMISSION - STAFF DEVELOPMENT NEEDS ANALYSIS SURVEY SUMMARY

See Attached.

## IX. CONCLUSION

To better ensure that this Department's priorities are being met, Executive Council will continue to make available, to its employees, developmental programs that are suited to their needs as mentioned in IV. above.

Department: Executive Council

EXECUTIVE SUMMARY
1988 Staff Development Plan
Department of Health

The Staff Development Strategic Planning procedure was developed by the Public Service Commission and approved by Deputy Ministers for the 1988/89 planning year. The Plan covers the period July 01/88 to June 30/89.

In summary the Department of Health's Plan states:

I. Introduction

All Divisions focused on the effects of downsizing, early retirements and reorganization on current branch considerations for staff development.

II. Environmental Considerations and Issues

Major environmental consideration and issues include:

- reduced staffing levels along with increased demands
- zero based budgets - priorities given to provision of basic services over staff development. Dilemma is staff need better skills and thereby training to become more efficient and effective
- computerization and automation to cope with reduced resources. Dilemma is do not have sufficient manpower for data input or funds and time to fully train management and staff.
- many issues in Health Care are politically sensitive

III. Branch Goals and Objectives

Many of the Branch goals and objectives for 1988/89 revolve around health promotion, communication and technological changes and innovations.

IV. Development Needs

The Department's primary developmental needs are directly related to downsizing and early retirements. The reduction in staff and loss of a significant portion of the corporate memory and skills means the Department needs to develop and improve skills related to computer technology, communications, management and supervision.

V. Staff Development Strategy

The Department of Health will focus on training activities designed to develop and improve skills and abilities related to computer technology, communication, management and supervision.

VI. Areas of Program Review and Development

Each Branch within the Department has particular program areas which will be reviewed and developed. Of significance are the plans of CHSB, HSB and MHSB to develop more inservice training programs to meet Branch needs. The Laboratory and Disease Control also plans to utilize a series of teleconferencing. Finally Human Resources Branch will be offering Department-wide training in Managing Human Performance (new version), Stress Management, Winning Lifestyles and employee orientation.

VII. Internal Staff Seminars Events and Activities

1. Division Professional or Technical Development Services

Most Branches will be providing some level of internal staff development. Human Resources Branch will offer the courses described above in Section VI. Other branch training activities include such events as: PHI and PHN Annual Inservices, Field Staff Conferences, MHSB Clinical Conference, Child Abuse and Professional Assault Response Training, CPR, WPPlus, Health Card Processing, Claims Processing and Teambuilding.

2. Education Leave

Four of the sixteen branches within the Department have budgets to provide some level of Educational Leave support (CHSB, MHSB, NHSB, CCB). Two others (HSB, PDSB), anticipate they may be able to utilize other development funds to support at least one small request. The remaining ten branches do not have the funds to provide support for any form of Educational Leave. This disparity between branches is a major concern for the Department.

3. Tuition and Book Reimbursements

Funds are limited however, ten branches will be able to provide some reimbursement to those taking classes. The disparity between branches is again a major concern for the department.

4. External Conferences

Most Branches plan to send professional staff to external conferences however some of the smaller branches do not have the resources. Several branches are concerned about the effect of restrictions on out-of-province travel since many important external conferences are out of province.

5. External Seminars

Funds are limited and many seminar opportunities unknown however eight branches were able to indicate seminars staff will need to attend. Again several branches are limited by a lack of resources.

6. Interactive Disc, TeleConferencing, etc.

Most Branches had little to report around innovative training however HSB and the Laboratory and Disease Control Services are using computer managed learning and teleconferencing.

7. Secondments

The Department has a very limited list of positions and people available for secondments. Six positions are currently available for secondment from other Departments, while one is available for an internal secondment. Six individuals are available for secondment within or outside the Department.

8. Other

The Departmental Plan underrepresents the actual needs for Staff Development especially in the smaller branches.

9. PSC Needs Analysis Survey

A total of 643 seat requests were made, costing $92,505.00. The needs analysis survey is attached.

## I Introduction

The Department of Health promotes the health and well being of Saskatchewan residents by ensuring the provision of preventative treatment, rehabilitative and support services. The Department is organized into three divisions, which are further divided into fifteen branches. Input from the branches has been compiled to complete the staff development plan for the department.

Downsizing, early retirements and reorganization reduced the number of permanent positions in the department from about 2000 to 1500. The effects of downsizing and reorganization were the major events listed by all the branches in their introductions.

### Community Services Division

The Division will be facing the challenge to emphasize and maintain preventative services and public education while facing the growing demand for rehabilitative services. Each Branch will need to give high priority to the development of methods to meet this challenge with fewer human resources. This will necessitate an active training program to increase staff efficiency and effectiveness and recruiting to meet a shortage of qualified professional staff. Northern Health Services Branch faces the added challenge of a high staff turnover and difficulty in accessing needed training and resources due to geographical considerations.

### Acute and Continuing Care Division

Acute and Continuing Care Division will focus on responding to the needs brought about by changes in personnel especially at the management level. At the same time the Division faces expectation of increased responsiveness to the public's needs and increased emphasis on programs which promote health. Each Branch will need to carefully plan its strategies, examine new technologies and ensure managers are adequately trained especially in the areas of supervision and computer technology.

### Health Insurance Division

The Division is the result of a major reorganization with the establishment and integration of Information Systems Branch and Medical Care Insurance Branch with the changed Prescription Drug Branch. The key issue for the Division will be to focus on implementing or improving automated record processing and handling systems. The emphasis will be on the importance of increased efficiency utilizing fewer staff. The introduction of the plastic health card will be a major thrust.

### Central Support Services to the Department

Those Branches providing central support services to the Department face the challenge of continuing to provide basic services to the Department while facing increased responsibilities. As many of the managers are new, basic job orientation and management and supervisory development will be a priority. With the reduction in staff and financial resources a further priority will be the implementation or expansion of automated computer systems.

## II. Environmental Considerations and Issues

### Community Services Division

Except for Health Promotion Branch, Community Services Division's Branches are spread across the province. The geographical distances of the Regional Facilities and offices from the main seminar training centres (Regina and Saskatoon) increase the overall training costs. The increase in costs, associated with travel, meals and accommodation reduces the number of staff who can benefit from opportunities unless seminars and workshops are held in the regions. This is particularly true for Northern Health Services Branch staff, many of whom work in isolated areas whose only access is by air. All of the Branches are affected by reduced staffing levels and a shortage in some professional staff areas; at the same time - service demands have increased. As a result staff are under increased time constraints to "get the job done" leaving little, if any, time for staff development activities.

Zero based budgets mean priorities for funding must be given to the provision of basic services. As a result, staff development funds have been given a low priority. Management recognizes an urgent need however to seek out training to increase the efficiency and effectiveness of staff. Consequently staff development activities will be priorized as the funds are simply not available to provide for all identified staff training and development needs.

Additional environmental considerations and issues for Branches within the Division are as follows:

Community Health Services Branch

* Community Health Services Branch expects the pending announcement of the Department's health promotion thrust to have a major impact on the Branch

* The Branch needs to ensure an appropriate balance between professional and general staff development

* With fewer staff available there is an increasing need to define priorities at an upper management level

* There needs to be a balance between Branch initiatives and individual needs for staff development

Mental Health Services Branch

* The expanding elderly population is becoming an important treatment area for Mental Health Services

* Farm stress has become a major mental health concern due to the continuing agricultural drought and poor crop market

* Increased social awareness of child abuse and battering cases has resulted in a higher demand on services and a need for staff with this expertise

Northern Health Services Branch

* Northern Heallth Services Branch is unique in that services must be provided to many remote communities over an extensive geographical area. Staff are required to either spend much of their time travelling or to live in isolated communities sometimes on 24 hour call.

* The isolation and travel lead to high levels of stress and staff turnover.

* Northern Halth Services Branch provides services to a large population of Indian people. Most of the service providers are non-native, and may experience problems related to cross cultural differences.

* Nurses providing primary care work in a very tenous legal position.

* Nurses need to be able to carry out duties outside regular profession because of high staff turnover and lack of other resources and facilities.

Health Promotion

* Decision of the Health Promotion Committee re: the Department's Health Promotion thrust.
* Decision of Health Task Force.
* Approval of Treasury Board for staff.
* Approval of Treasury Board request for program funds.

## Acute and Continuing Care Division

Both Hospital Services Branch and Continuing Care Branch are faced with the rapid growth in the elderly population which increases the demand for services.

Continuing Care Branch and the Laboratory and Disease Control Services are seriously affected by restrictions on out-of-province travel and budget restraints. Professional staff feel they are falling behind their peers in new technology, techniques and issues because they do not have access to their colleagues and training opportunities across the country.

Additional environmental considerations and issues for Branches within the Department are as follows:

### Hospital Services Branch

* Rural to urban shift increases demands on urban hospitals
* Rapid changes in information systems and medical technology
* New medical specialties and transfer of functions within hospitals e.g. changes in health care delivery models
* Loss of corporate memory, readiness for change, and reduced job mobility - real or perceived (re: downsizing and early retirements)
* New senior management in Branch and Division
* Pending reorganization within the Branch
* Expectation of increased responsiveness (change in the operational philosophy)
* Recommendations of various studies to be decided on and implemented in 1988/89
* Resistance to change( e.g. information technology)
* Aftermath of 1987/88 as a year of significant restraint
* Recommendations from the "Commission on Future Directions in Health Care" may have an impact on the whole health care system

### Continuing Care Branch

* Unionization of Home Care Districts and Special-Care Homes
* Services more specialized and coordination more complex because clients are requiring more care for a greater variety of needs
* Increasing emphasis on coordination of services at the local level through District Coordinating Committees to ensure most appropriate use of health resources
* Close monitoring of service utilization because of economic restraints

Laboratory and Disease Control Services

* Out of province travel limits
* Limited funding for staff development
* New technology in laboratory testing equipment
* New techniques for testing specimens
* New diseases

Health Care Insurance Division

Environmental considerations for the various branches are varied as follows:

Medical Care Insurance Division

* Disestablishment of the Medical Care Insurance Commission and integration of the Commission into the Department of Health effective January 1, 1988
* Activities of M.C.I.B. are primarily production orientated involving the processing of Medical Care Claims
* All staff located in Regina - no geographic issues
* Job of the Branch necessitates specialized training

Children's Dental Program

* Policital issues stemming from the major program change
* Possibility of further reorganization within the Branch
* Possibility of a physical move either within the current building or outside
* Potential reassessment of new program with possible program changes in terms of eligibility groups and payment processes

Prescription Drug Services Branch

* Need to advance technologically with minimal lead time (introduction of plastic health card)
* Lack of internal expertise in new technologies will necessitate both outside resourcing and contracting along with internal upgrading of personnel knowledge and skills
* Introduction of new technologies will place additional stress on the staff
* Branch will need to thoroughly "brief" key delivery groups (e.g. MD's Pharmacists) necessitating effective communication skills

Information Systems Branch

* Introduction of plastic health card
* Change in senior management
* Branch move within the T.C. Douglas Building
* Branch needs to establish its mandate

Vital Statistics Branch

* Downsizing
* New Uniform Legislation recommendations from the Uniform Law conference will have significant impact on Branch legislation
* Branch may need to move within or outside the T.C. Douglas Building

Central Services to the Department

The environmental considerations for the various branches provided services to the Department are as follows:

Strategic Planning and Evaluation Branch

* Branch activities relate directly to the Department's Annual Action Plan (this is currently being completed by the Executive Committee)

Finance and Administration Branch

* Changes in job classifications and qualifications
* Pending maternity leaves within the Branch
* Changing programs
* Office relocation within the T.C. Douglas Building

Human Resources and Payment Negotiation Branch

* Aftermath of downsizing for the Branch and Department
* Amalgamation of various Branches within the Department
* Lack of centralized Staff Development fund, limited Staff Development fund for HR & PN Branch, limited Staff Development funds in most Branches but especially the smaller ones
* Reduced resources across the Department has increased the demand on HRB to provide service
* HRB must provide service to a large number of sub offices across the province
* Unsettled labour relations climate across the department and the entire public sector
* Ongoing need to build staff morale across the province
* Increased demand from the PSC to plan and report departmental activities
* Need to move to automation to cope with reduced resources and increased work loads. Dilemma is do not have sufficient manpower to input the computerized system and maintain the daily work load
* Major program and organizational changes across the department wll have a strong impact on HRB as the Branch must provide advice and guidance in facilitating the process of change
* Demands on expectations in Branch exacerbated by the reduction in HRB staff (25%) and the large turnover in management (50% plus one upcoming maternity leave and one long term sick leave)

Public Affairs Branch

* Need to modify, in a positive way, public perceptions of health care
* An election in about 1990 will necessitate completion of public information plans before then; thus much pressure to produce effectively

III.
Implication of Branch Goals/Plans

Many of the Branch Goals and Objectives for 1988/89 revolve around health promotion communication, and technological changes and innovations as follows:

Community Services Division

CHSB:
* implement a structured program for staff inservice as a follow up to Community Health Services Branch's training needs assessment survey.
* maintain and/or improve communication processes and procedures within the Branch.
* review and expand health promotion initiatives in conjunction with departmental health promotion thrust.
* evaluate Branch programs for both content and delivery.

MHSB:
* increase demand for specialized services will require staff to be continually updating their clinical skills.
* specialized medical training in psychogeriatrics and forensic services.
*the need for an efficient delivery system to promote the prevention of mental illness in the community and to promote an attitude of individual responsibility for mental health will require that staff receive more training in effective writing, public speaking and public presentation of programs.
* recruitment and retention strategies will need to specifically include a professional development component.

NHSB:
*ensure that clerical skills are updated and efficient (especially in the area of computer skills).
* nurses: provide supervisory and other training necessary to meet the broad demands of the job.
* dental: major thrust in developing a preventative program for preschoolers requires access to information about techniques and other preventative programs.
* home care: continue to develop home care boards and keep up to date in provincial home care developments.

Health Promotion
* designation of issue areas for program development.

Acute and Continuing Care Division

Hospital Services
* strategic planning exercise to articulate changed expectations.
* operationalization of the strategic plan.
* establishment and review of quarterly work plans.
* needs analysis of information systems.

Continuing Care
* need to facilitate Special-Care Home's and Home Care District's ability to priorize service to ensure those in the greatest need for service receive appropriate service.
* development of standards, an audit process and goal centered care planning in Home Care.

Laboratory and Disease Control

* stay abreast of new technology and methods in laboratory testing.
* computerize the requisition and result form of lab specimens.
* improve the supervisory skills of front line supervisors.

Health Insurance Division

Medical Care Insurance

* communicate effectively with beneficiaries and providers of insured services the benefits and limitations of the Medical Care Insurance Plan.
* rationalize the administrative organization of M.C.I.B. to best meet Branch objectives, utilizing the strengths of the personnel available.

Children's Dental Program

* Branch reorganization.

Prescription Drug Plan

* technology to accommodate enhancement of program delivery.
* increased consultative/communicative requirements.
* planning process, particularly for change.
* productivity/performance management, measurement and enhancement.

Information Systems

* development of Branch mandate.
* implementation of plastic health card.

Vital Statistics

* research and development project in optical disk technology in partnership with private sector firm (Management Systems Limited of Regina).

Central Services to the Department

Finance and Administration

* use technology as a management and production tool.
* evaluate and refine procedures and update procedure manuals.
* improve management skills.
* determine alternative for dormant files.

Human Resources

* need to redirect our thinking to provide a more proactive approach to Human Resource Management.
* provision of a more effective and efficient human resource records system through automation (e.g. Staff Development, Attendance).
* facilitate a teamwork approach in clerical; and administration area with MSG 6 playing lead supervisory role.

Public Affairs

* Branch plan must be totally integrated with the priorities and goals of the Department, with a focus on corporate planning and training.
* the Public Relations Branch must provide the public with easily understood messages that will encourage public understanding and support government initiatives and policies.

## IV. Developmental Needs

The Department's primary development needs are the result of the downsizing and early retirements. The reduction in staff and loss of a significant portion of the corporate memory and skills means the Department needs to develop and improve skills related to computer technology, communications, management and supervision. Specific divisional and branch needs are as follows:

### Community Services Division

CHSB:
* supervisory training for new managers.
* improve public education skills.
* improve communication skills.
* follow-up of staff training needs assessment survey in service training for program planning and evaluation.

MHSB:
* staff training in treatment and rehabilitation of long term mental illness.
* training for child and youth workers in Child and Youth Services.
* deliver seminars to employees in their own regions in order to reduce the costs of travel and accommodation.
* developmental areas which will need support include: psychogeriatric and forensic training for psychiatrists and Ph.D. level training in neuropsychology and sexual abuse therapies for psychologists.

NHSB:
* computer training and updating skills for clerical staff.
* development of primary care and public health nursing skills.
* cross cultural awareness.
* assertiveness and stress management.
* office management.
* supervisory training.
* train and develop innovative methods in teaching a preventative dental program.
* communication skills.
* training in the use of AV equipment.
* training in successful workshop conduction (home care).
* bookeeping/record keeping skills.
* community development approaches.

Health Promotions
* strategic planning skills.
* developing writing program plans.

Acute and Continuing Care Division

Hospital Services

* managing performance.
* team building.
* training on the job for new and re-assigned staff.
* writing skills.
* computer literacy.
* keeping current with technological and system changes.

Continuing Care

* information about unions and the labour negotiation process.
* information about gerontology, geriatrics and long term care.
* information specific to particular specialties, e.g. nursing and homemaking services, behaviour management programs, building design for special-care homes, volunteerism and measurable work load indexes.
* information about win/win management.

Laboratory and Disease Control

* laboratory technology: maintain technical competence, keep abreast of new developments and maintain professional contacts.
* computer training: general orientation and specific program training.
* supervisory development for 1st and 2nd line supervisors.

Health Insurance Division

Medical Care Insurance

* develop communication skills (oral and written).
* management and supervisory training to effectively utilize existing staff resources.

Children's Dental Program

* develop communication skills (oral and written).
* managing stress.
* introduction to micro computer applications.

Prescription Drug Plan

* planning/evaluating for/and of the change process.
* stress management.
* communication skills.
* technological understanding and skills.

Information Systems

* supervisory training.
* organizational skills training.
* enhanced administrative and clerical skills.

Vital Statistics

* understanding related to new technologies.
* stress management.
* managing change.

Strategic Planning and Evaluation

* need for a formalized intensive seminar/short course on "the health care system" for staff with non-health backgrounds and for new staff.

Finance and Administration

* computer training.
* on the job employee development.
* supervision.
* writing and producing manuals.

Human Resources

* new managers and staff will need development in various areas, e.g. job role orientation and general orientation to health care sector issues, management development and supervisory training.
* support staff computer training in S.M.A.R.T., Staff Development System and word processing.
* some of the managers - computer management and programming development.
* clerical supervisor - development of supervisory and organizational skills.
* management must keep abreast of leading edge and professional issues through attendance at New Ideas Seminar, CPPMA events, professional association activities and conferences.

Public Affairs

* corporate training planning.
* training in speech writing.
* media management.
* developing and selling communication plans.
* planning special events.

## V. Staff Development Strategy

The Department of Health will focus on the training activities designed to develop or improve skills and abilities related to computer technology, communication, management and supervision.

### Community Services Division

The focus will be on maintaining a balance between professional skills and general staff training as well as making staff training more accessible to staff in the regions. Branch strategies are as follows:

CHSB: Focus on supervisory training, communication skills and maintaining a balance between professional and general training. Develop program planning and evaluation skills.

MHSB Focus on developing professional skills for present and future needs. Develop systems to effectively monitor and coordinate the training needs in the province with the training resources within the branch. The Branch will also seek to maintain staff development as one component of regional and branch strategic plans.

NHSB: Keep staff skills current. Access sources of training and look for ways to develop study modules on VCR to increase staff access to training in the north.

Health Promotion

Develop the planning skills of current professional staff. Develop necessary skills and opportunities for advancement of current staff.

### Acute and Continuing Care Division

The Division will depend on a wide variety of staff development opportunities in order to develop and improve supervisory and technological skills. There is a critical need for branch professionals to attend training and development events out of province.

Hospital Services

Tie strategic planning into staff development. Maintain on-the-job developmental supervision and develop internal seminars and a secondment program to and from hospitals. Selected courses, conferences and visits to other jurisdictions will also be utilized to develop needed knowledge and skills.

Continuing Care

Continuing Care will continue to utilize the PSC courses and professional association workshop seminars and conferences as well as internal branch courses and sessions. There is however, a critical need to meet with representatives from other provinces. Staff will continue to use library resources for new information and ideas.

Laboratory and Disease Control

The branch will utilize the PSC, internal and external courses and conferences to develop computer expertise, strengthen supervisory skills and maintain and enhance the technical expertise of laboratory staff. Attendance at conferences and seminars with colleagues across the country is critical if staff are to maintain and enhance technical skills.

Health Insurance Division

The Division will focus on improving skills in supervision, communication and computer technology.

Medical Care Insurance

The branch will utilize those training opportunities which can ensure the provision of effective and efficient management. Therefore, the focus will be on management and supervisory skill training and developing effective oral and written communication skills.

Information Systems

Will not be determined until the branch mandate is formalized.

Prescription Drug Plan

Focus on using appropriate outside sources to meet staff development needs in the areas of technology, planning/evaluating the change process, stress management and oral and written communication.

Vital Statistics

Provide training opportunities for dealing with new technology and provide opportunities for promotion.

Central Support Services to the Department

Strategic Planning & Evaluation Branch

Examine proposal for a formalized intensive short course on the "health care system" aimed at the middle and senior management in the department.

Finance and Administration

Training strategy will include development of the technological and managerial skills which will aid in the accomplishment of stated goals.

Human Resources and Payment Negotiation Branch

The Branch will concentrate on ensuring all new staff have the basic skills, knowledge and information to do their job and on providing opportunities for managers to participate in activities which promote innovation and proactive management.

Public Affairs

Immediate staff development needs met first (new staff, administrative training). The general focus is on improving communication skills. All staff are included in the staff development plan.

## VI Areas of Program Review and Development

Each Branch within the Department has particular program areas which will be reviewed and developed. Of significance are the plans of CHSB, HSB, and MHSB to develop more inservice training programs to meet branch needs. The Laboratory and Disease Control also plans to utilize a series of teleconferencing. Finally, HRB will be offering Department wide training in Managing Human Performance (new version), Stress Management, Winning Lifestyles and new employee orientation.

### COMMUNITY SERVICES DIVISION

**Community Health Services Branch**

- Follow up of CHSB Staff Development Survey
- Develop procedure for tracking in-service days

**Mental Health Services Branch**

- Develop T.O.P. (Training Option Program)
- CPR refresher course in the Yorkton Mental Health Centre
- Review possibility of branch sponsoring its own training events (more efficient use of $ resources).
- Review use of secondments and trainee positions in the areas of management and administration

**Northern Health Services Branch**

- Regional staff meeting program
- Orientation Program
- Study ways to access training

**Health Promotion Branch**

- None

### ACUTE AND CONTINUING CARE DIVISION

**Continuing Care Branch**

- Development of goal centered care planning
- Home Care Audit program

**Hospital Services Branch**

- Review practice of attending annual conferences
- Develop internal seminars
- Managing Performance Program
- Computer Applications Training

**Laboratory & Disease Control Services**

- Teleconference Series - Lab Technology
- In-house computer training for specific lab procedures

HEALTH INSURANCE DIVISION

| | |
|---|---|
| Prescription Drug Services Branch | - Appropriate on the job training for new procedures |
| Medical Care Insurance Branch | - Review of internal staff training needs |
| Children's Dental Program | - None |
| Information Systems Branch | - Training re: Plastic Health Card |
| Vital Statistics Branch | - On-the-job training for new procedures |

CENTRAL SUPPORT SERVICES TO THE DEPARTMENT

| | |
|---|---|
| Strategic Planning and Evaluation Branch | - None |
| Finance and Administration Branch | - None |
| Human Resources Branch | - Health-Employee Orientation Program<br>- Managing Human Performance - revised as per PSC Committee<br>- Winnipeg Lifestyles<br>- Stress Management |
| Public Affairs | - Look for outside sources to meet special communication needs |

## VII. Internal Staff Development Program, Seminars, Events and Activities

Most Branches will be providing some level of internal staff development. Human Resources Branch will offer the courses described above in Section VI. Other branch training activities include such events as: PHI and PHN Annual Inservices, Field Staff Conferences, MHSB Clinical Conference, Child Abuse and Professional Assault Response Training, CPR, WPPlus, Health Card Processing, Claims Processing and Teambuilding. Details of Branch Plans are as follows:

1. Division Professional or Technical Development and Seminars

| | Title/Theme of Seminar/Event | Number of Participants | Length | Cost |
|---|---|---|---|---|
| **COMMUNITY SERVICES DIVISION** | | | | |
| Community Health Services Branch | PHI Annual In-Service | 17 | 5 days | S4 Costs |
| | PHN Annual In-Service | 45 | 5 days | S4 Costs |
| | Field Staff Conference | 220 | 1 day | $25,000 |
| | Other events will be determined as required<br>Occasional In-services at discipline administrative meetings | | | |
| Health Promotion Branch | none | | | |
| Mental Health Services Branch | Clinical Conference | 50 | 2 days | $15/person |
| | Child Sexual Abuse | 6 | 2 - 3 days | $720 |
| | Professional Assault Response Training | 55 | 2 days | $130/person |
| | Cardio Pulmonary Recusitation | 46 | 2 days | $30/person |
| | Instructors (CPR) | 2 | 2 days | $300 |

| | Title/Theme of Seminar/Event | Number of Participants | Length | Cost |
|---|---|---|---|---|
| Mental Health Services Branch | Clinical Supervision - Maintaining Professional Growth | 5 | 2 days | $450 |
| | Contracted out to PSC (P.A.): | | | |
| | Serving People First | 20 | 1 day | $450 |
| | Cross Cultural Communications | 10 | 1 day | $450 |
| | Monthly In-service Training Swift Current | 20 | .5 day | $200 |
| | * Treatment of Physically Abused Children and Families | 1 | - | $150-$200 |
| | In-Service on Adolescent Suicide (MacNeill Clinic) | - | - | $200 |
| | Fire Safety/Disaster Review | 224 | 2.5 hours | $6,720 |
| | Health Records Supervisor | 2 | 2 days | - |
| | Special Care Aide Program | 10 | on-going | - |

T.O.P. - is a Training Options Program designed to have staff members train other staff.
A major area of continuing interest is Family Therapy which includes a wide variety of issues. Workshops are not presently planned for July 1, 1988 - June 30, 1989 but will be planned and delivered as sufficient interest and request for a particular workshop arises. (ie.) Family Violence; Sexual Abuse; Batterers; Group Therapy.

* Out of Province

| | | | |
|---|---|---|---|
| Family Therapy Workshop | 4 | 2 days | $100/workshop |
| Play Therapy | 2 | 6 days | $60/person |
| Group Skills Development | 15 | 2 days | - |
| Marital Therapy | 2 | 1 - 2 days | $100 seminar |

| | Title/Theme of Seminar/Event | Number of Participants | Length | Cost |
|---|---|---|---|---|
| Northern Health Services Branch | Cross Cultural Communications(Branch Conference) | all staff | 2 days | |
| | Dental Program - Winter Conference | all staff | 3 days | |
| **ACUTE AND CONTINUING CARE DIVISION** | | | | |
| Continuing Care Branch | Unionization | 12 - 15 | | -1/2 day |
| | Win/Win/Management | 8 - 10 | 2 days | - |
| | Software Training | 3 | 1 day | - |
| Hospital Services Branch | Series of Health Technical Seminars by (HAA's) | 10 - 35 | 2 hours each seminar | nil |
| | One or two seminars re: Hospital Standards | - | - | - |
| | Team Building | - | - | - |
| | Writing Seminar | - | - | - |
| Laboratory & Disease Control Services | Laboratory Diagnosis of Lower Respitory Infection | 50 | 2 hours | no cost |
| | Audio-slide presentation of special training in Bacteriology | 20 | 1 hour per month | no cost |
| | Combined workshops with Regina General Hospital | 20 | 2 hours | no cost |
| | Herpes Infection | 20 | 2 hours | no cost |
| | In-house Computer Training for speciific laboratory equipment | 10 - 20 | on-going | no cost |

| | Title/Theme of Seminar/Event | Number of Participants | Length | Cost |
|---|---|---|---|---|
| **HEALTH INSURANCE DIVISION** | | | | |
| Children's Dental Program | none | | | |
| Information Systems Branch | WANG WP Plus Training | 25 | 3 days | nil |
| | Health Card Processing | 25 | 1 - 2 days | nil |
| | Health Card Equipment Operation | 3 | 2 - 3 days | nil |
| Medical Care Insurance Branch | Claims Processing Seminar | new employees | 1/2 day | nil |
| | Claims Processing Training Program (assessors) | new employees | 1/2 day for 3 weeks | nil |
| Prescription Drug Services Branch | none | | | |
| Vital Statistics Branch | Out-of-the-building "team-building day for supervisory staff | 5 | 1 day | nil |
| | Word Processing training (in conjunction with Information Systems Branch) | 5 | 6 days | nil |
| **CENTRAL SUPPORT SERVICES TO THE DEPARTMENT** | | | | |
| Finance & Administration Branch | none | | | |
| Human Resources & Payment Negotiation Branch | Managing Human Performance (as revised) | - | - | |
| | SMART | 3 | ongoing | nil |
| | Stress Management | 20 | 1 day | $20 each |
| | Employee Orientation Pkg. | ? | 1/2 day | nil |

| | Title/Theme of Seminar/Event | Number of Participants | Length | Cost |
|---|---|---|---|---|
| Public Affairs Branch | none | | | |
| Strategic Planning & Evaluation Branch | none | | | |

2. Education Leave

Four of the sixteen branches within the Department have budgets to provide some level of Educational Leave support (CHSB, MHSB, NHSB, CCB). Two others (HSB, PDSB), anticipate they may be able to utilize other development funds to support at least one small request. The remaining ten branches do not have the funds to provide support for any form of Educational Leave. This disparity between branches is a major concern for the Department. Details of Branch Plans for Education Leave are as follows:

| | Area of Study | Number of Applicants | Length | Cost or Percentage of Support |
|---|---|---|---|---|
| **Community Services Division** | | | | |
| Community Health Services Branch | Physiotherapy | 1 | 6 weeks | 20% of salary plus tuition and books |
| Health Promotion Branch | none | | | |
| Mental Health Services Branch | Clinical Psychology (Ph.D. Program) | 1 | 1 year | $23,000 |
| | B.Sc. in Mental Health | 2 | 4 years | - |
| | Health Care Administration | 1 | 2 years correspondence with 2 wks. on campus | - |
| | Management Studies | 1 | 5 years | - |
| | Sign Language Program School for the Deaf (July 11 - 21, 1988) | 2 | 2 weeks | $200 |
| | Staff requiring assistance to complete studies in Social Work and Psychology | | | $15,000 |
| | Psychiatrists - to meet requirements for Canadian Certification | | | $60,000 |
| | Adjunctive Therapy | 1 | 1 week | - |
| | Health Records | 1 | 1 week | - |
| | Psycho-Geriatric Nursing Course | 1 | 10 days | $1,100 |
| | Social Work | 1 | 1 year | - |
| | Psychology PH.D. | 1 | 1 year | - |
| | Clinical Techniques | 1 | 2 years | |

| | Area of Study | Number of Applicants | Length | Cost or Percentage of Support |
|---|---|---|---|---|
| Northern Health Services Branch | Certified Dental Assistant | 1 | - | - |
| **Acute and Continuing Care Division** | | | | |
| Continuing Care Branch | MA-Hospital and Health Care Admin. | 1 | 1 year | $6,400 |
| Hospital Services Branch | Anticipate at least one staff member will apply for Ed. leave. | | | |
| Laboratory & Disease Control Services | nil | | | |
| **Health Insurance Division** | | | | |
| Children's Dental Program | none | | | |
| Information Systems Branch | nil | | | |
| Medical Care Insurance Branch | nil | | | |
| Prescription Drug Services Branch | Pharmacoepidemiology | 1 | 1 - 2 months | 100% |
| Vital Statistics Branch | none | | | |
| **Central Support Services to the Department** | | | | |
| Finance & Administration Branch | none | | | |
| Human Resources & Payment Negotiation Branch | none | | | |

| | Area of Study | Number of Applicants | Length | Cost or Percentage of Support |
|---|---|---|---|---|
| Public Affairs Branch | none | | | |
| Strategic Planning & Evaluation Branch | none | | | |

3. Tuition and Books Reimbursements - (No leave)

Funds are limited however, ten branches will be able to provide some reimbursement to those taking classes. The disparity between branches is again a major concern for the department. Branch details are as follows:

| | Area of Study | Number of Applicants | Cost or Percentage of Support (if available) |
|---|---|---|---|
| **Community Services Division** | | | |
| Community Health Services Branch | Administration | 2 | Tuition and books $200 plan & $50 books |
| | Generally will support requests for reimbursement if course relates to branch professional needs. | | |
| Health Promotion Branch | none | | |
| Mental Health Services Branch | Health Records Tech. Course | 1 | 100% ($730 - registration $200 - books) |
| | Post-Graduate Ed-Psych | 2 | 100% (Tuition $175 x 2 = $350 Books $ 50 x 2 = $100) |
| | Accounting | 2 | 100% ($500) |
| | Various Post-Secondary classes - estimates based on 1987-88 requests: | | |
| | Social Work, Psychology, Education, English, Computer Science, Native Studies, Anthropology, Math, Sociology, Nursing, Human Justice Administration, Economics, History, Occupational Therapy | | approx. $163/class books - $50 |
| | Administration Degree Program | 1 | Tuition $326 Books - |
| | Social Work Class | 1 | - |
| | Administration Class | 1 | - |
| Northern Health Services Branch | none | | |

| | Area of Study | Number of Applicants | Cost or Percentage of Support (if available) |
|---|---|---|---|
| **Acute and Continuing Care Division** | | | |
| Continuing Care Branch | University Level French | 1 | $250/semester (100%) = $500 for 2 semester Sept. '88, Jan '89 |
| | Administration | 1 | 2 classes @ $250/semester (100%) = $500 |
| | Accounting | 1 | 2 classes @ $250/semester (100%) = $500 |
| Hospital Services Branch | Administration Certificate | 2 | 100% |
| | Continuing Education Administrative Development | 1 | 100% |
| | plus one or two others as applied for | | |
| Laboratory & Disease Control Services | Computer Science | 2 | 100% tuition ($600) |
| | Arts classes | 1 | 100% tuition ($150) |
| | Advanced Word Processing | 4 | 100% ($600) |
| | Data Base | 3 | 100% ($600) |
| | Advanced Lotus | 2 | 100% ($500) |
| **Health Insurance Division** | | | |
| Children's Dental Program | none | | |
| Information Systems Branch | Administration | 2 | 100% |

| | Area of Study | Number of Applicants | Cost or Percentage of Support (if available) |
|---|---|---|---|
| Prescription Drug Services Branch | none | | |
| Vital Statistics Branch | Administration | 1 | $200 |
| **Central Support Services to the Department** | | | |
| Finance & Administration Branch | Lotus 1,2,3 U of R Extension | 1 | 100% ($250) |
| | Accounting B | 1 | 100% ($225) |
| Human Resources & Payment Negotiation Branch | none | | |
| Medical Care Insurance Branch | Alcohol & Chemical Dependencies Studies Program | 1 | $100% ($360-3 classes plus $150 books) |
| | Accounting Part A | 1 | 100% ($225) |
| Public Affairs Branch | Undergraduate Class toward BA in fall of '89 | 1 | 100% ($292.00) |
| Strategic Planning & Evaluation Branch | none | | |

4. External Conferences

Most Branches plan to send professional staff to external conferences however some of the smaller branches do not have the resources. Several branches are concerned about the effect of restrictions on out-of-province travel since many important external conferences are out of province. External conference plans are outlined below:

| | Topic/ Theme | Number of Participants | Length | Cost (if available) |
|---|---|---|---|---|
| **Community Services Division** | | | | |
| Community Health Services Branch | Pediatrics/Obsetrics Gynecology conference (POGO) | - | 3 days | - |
| | Continuing Nursing Education | - | - | - |
| | Continuing Medical Education | - | - | - |
| | Professional Association Conferences | - | - | |
| Health Promotion Branch | Library Management | 1 | 1 - 2 days | - |
| | Fitness | 1 | 2 - 3 days | - |
| | CHPA | 1 | 3 days | - |
| Mental Health Services Branch | Sask. Psychiatric Nurses Association Conference | 50 | 3 days | $75 |
| | Psychological Society of Sask. (Semi-annual) | 30 | 2 days | $55 |
| | Sask. Psychiatric Assoc. Annual Conference | 6 | 1 day | $75 |
| | Sask. Association of Social Workers Annual Conference and Meeting | 12 | 3 days | $65 |
| | Health Care Administrators Annual Mini-Conference | 2 | 2 days | $120 |
| | Sask. Association of Health Service Executives Annual Spring Workshop | 2 | 2 days | $95 |

| | Topic/ Theme | Number of Participants | Length | Cost (if available) |
|---|---|---|---|---|
| Mental Health Services Branch | Certified Nursing Assistants Convention | 2 | 2 days | $15 |
| | Sask. Health-Care Assoc. General Meeting and Conference | 2 | 4 days | $95 |
| | Sask. Psychiatric Assoc. Annual Teaching Day | 2 | 1 day | $45 |
| | Canadian Mental Health Nurses Semi-annual Meeting and Conference | 4 | 2 days | $100 |
| | Mental Health Therapist Group Semi-Annual Meeting and Seminars | 12 | 1-2 days | nil |
| | Sask. Family Therapy Institute Conference and Workshops | 20-30 | 2 days | $110 |
| | National Conference of Psychiatric Nursing | 2 | 3-4 days | - |
| | C.G.A. Conference | 1 | 3 days | - |
| | Canadian Psychiatric Conference | 3 | 2 days | - |
| | Mental Health Assoc. Conference | 2 | 2 days | $125 |
| | Canadian Psychological Association | 2 | 3 days | $250 |
| | Annual Conference On Violence | 2 | 3 days | $125 |
| | Canadian Psycho-Social Rehabilition Institute | 2 | 3 days | $150 |

| | Topic/ Theme | Number of Participants | Length | Cost (if available) |
|---|---|---|---|---|
| Northern Health Services Branch | Inventory Management and Stock Control | 1 | 3 days | N/A |
| | Super Secretary | 1 | 1 day | N/A |
| | Data Base Training | 5 | 3 days | N/A |
| | Word Processing | 5 | 3 days | N/A |
| | Advanced Word Processing | 5 | 1 day | N/A |
| | Career Development | 5 | 1 day | N/A |
| | Interphase (Emergency Nursing) | - | 2 days | $100 plus expenses |
| | Calder Mini Course | - | 5 days | travel expenses only |
| | Obstretric Update | - | 2 days | $75 plus expenses |
| | Sask. Home Care Conference | 1 | 2 days | $80 |
| | Sask. Home Care Management Conference | 1 | 2 days | $80 |
| **Acute and Continuing Care Division** | | | | |
| Continuing Care Branch | SHA Convention | 5 | 3 days | $175 x 5= $875 |
| | SHCA Convention | 14 | 2 days | $95 x 14 = $1,330 |
| | SASCH Convention | 23 | 3 days | $60 x 23 = $1,380 |
| | Sask Dietetic Association Convention | 1 | 2 days | $225 x 1 = $225 |

| | Topic/ Theme | Number of Participants | Length | Cost (if available) |
|---|---|---|---|---|
| Continuing Care Branch | HomeCare Management Assocation Convention | 7 | 2 days | $65 x 2 = $130 |
| | Volunteer Administration Convention | 1 | 2 days | $250 x 1 = $250 |
| | National Conferences: Canadian Long Term Care Association Conference | - | - | - |
| | Canadian Nursing Association | - | - | - |
| | Canadian Health Care Association Conference | - | - | - |
| | Canadian College of Health Services Executives Conference | - | - | - |
| | Canadian Dietetic Association Conference | - | - | - |
| | *out-of-province travel restrictions apply to these | | | |
| Hospital Services Branch | Conference Appropriate to consultant's area | 4 | 2-3 days | $1000 - $1500 each each |
| | Sask. Interphase | 5 | 3 days | $100 each plus S4's |
| | Emergency Planning (Ambulance Services) | 2 | 1 week | nil |
| | note: attendance at conference severely limited by out-of-province travel restrictions | | | |

| | Topic/ Theme | Number of Participants | Length | Cost (if available) |
|---|---|---|---|---|
| Laboratory & Disease Control Services | CSLT (Lab Tech National Conference*) | 4 | 4 days | $2,000 (includes S4's) |
| | Microbiology Conference* | 2 | 3 days | $1000 |
| | Infectious Diseases GeneProbe Training* | 1 | 3 days | $ 300 |
| | Chemistery Conference* | 2 | 3 days | $1000 |
| | Aids Conference | 2 | 2 days x 2013 | $4026 |
| | SPHA | 4 | 3 days | $ 500 |
| | Environment Conference | 1 | 3 days | $600 |
| | * Attendance depends on out-of-province travel policy | | | |
| **Health Insurance Division** | | | | |
| Children's Dental Program | Fed/Prov. Dental Directors Health Council | 1 | 3 days | $600 |
| | Canadian Dental Association Annual Meeting | 1 | 2 days | $1,200 |
| Information Systems Branch | Administrative Conferences | 1 | 3 days | $190 + travel |
| | Technological Conferences | 1 | 3 days | 200 + travel |
| Medical Care Insurance Branch | National Medical Directors Meeting | 1 | 2 days | - |
| | C.O.A.C.H. Conference | 1 | 2 days | - |
| Vital Statistics Branch | nil | - | - | |

| | Topic/ Theme | Number of Participants | Length | Cost |
|---|---|---|---|---|
| Prescription Drug Services Branch | Fed/Prov. Sub Committee on Pharmaceutical Policy Issues | 1 | 3 days (twice yearly) | * $1,000 |
| | Canadian Pharmaceutical Association (Annual Conference) | 1 | 4 days | * $1,500 |
| | Canadian Soceity Hospital Pharmacists (Annual Meeting) | 1 | 4 days | * $1,500 |
| | Systems Technology (where available) | 1 or 2 | 4 days | * $1,000 - $2,000 /p/person |
| | Administration/Accounting | 1 | 4 days | * $1,500 |
| | Provincial Pharmaceutical Conference | 5 | 3 days | *300/ p/person |

*includes travel and sustenance costs

**Central Support Services to the Department**

| | | | | |
|---|---|---|---|---|
| Finance & Administration Branch | n/a | | | |
| Human Resources & Payment Negotiation Branch | Unknown/funds limited | | | |
| Strategic Planning & Evaluation Branch | As the occasion arises - Branch usually sends 1 or 2 staff members to SHA annual conference | | | |
| Public Affairs Branch | Internal Association of Business Communicators (IABC) | 2 | 3 days (Sept.) | $200 p/person plus travel & accomodation to Winnipeg (if available) |

5. External Seminars

Funds are limited and many seminar opportunities unknown however eight branches were able to indicate seminars staff will need to attend. Again several branches are limited by a lack of resources. External Seminar details are as indicated below:

| | Topic/ Theme | Number of Participants | Length | Cost |
|---|---|---|---|---|
| **Community Services Division** | | | | |
| Community Health Services Branch | External Seminars are applied for as they are announced and staff become aware. Support would be given to those seminars which enhance the position role, objectives, and individuals ability to perform duties. | | | |
| Health Promotion Branch | none | | | |
| Mental Health Services Branch | CPR Refresher Course | 15-20 | 2 days | $28 each |
| | *Depression In Schizophrenics University of Calgary | 2 | 2 days | $110 each |
| | Public Speaking | 1 | - | - |
| | Life Skills Course | 3 | - | - |
| | Assertion Training | 2 | - | - |
| | Assessment and Treatment of Sexual Offenders | 3 | 2-3 days | $150 each |
| | Assessment/Treeatment of Perpetrators, Victims of Physical/Sexual Abuse | 2-5 | - | - |
| | Advanced Transactional Analysis Clinical Training (2 sessions/year) | 2 | 2.5 days only 1 workday | $145 each |
| | Marital Counselling | 2 | 2-3 days | $150 each |
| | *Treatment of Physically Abused Children and Families | 1 | - | $150-$200 each |
| | Provincial Sexual Abuse Workshops | 2 | - | $100-$200 each |
| | *Assessment and Treatment or Adolescent Sexual offenders | 2 | - | $150 each |

| | Topic/ Theme | Number of Participants | Length | Cost |
|---|---|---|---|---|
| Mental Health Services Branch | Family Violence | 2 | 2-3 days | $400 each |
| | Dealing with Sexually Abused Adults/Children-Therapist | 2 | 2-3 days | $400 each |
| | Bank Family Therapy | 1 | 3 days | $200 each |
| | Hypnotherapy Workshop | 1 | 6 days | $300 each |
| | Sask. Family therapy Institute holds workshops yearly in May on various issues related to Family Therapy. Generally 20 - 30 of our employees attend. They are usually 2 days in length and are estimated to cost $150 per workshop | | | |
| | Rehab/Vocational Skills Training | | 5 days | $200 each |
| | Nurse and the Law | 2 | 2 days | $75 each |
| | Family therapy/Assessment | 16 | 2 days | $120 each |
| | * Out-of-province | | | |
| | Play Therapy | 2 | 2 days | $125 each |
| | Psychological and Neuro-Psycho Assessment | 2 | 5 days | $400 each |
| | Hypnosis in treatment | 4 | 2 days | $150 each |
| | Child Sexual Abuse | 5 | 5 days | $300 each |
| | Adult Victims | 2 | 2 days | $240 each |
| | Bio-Psych-social Rehab. | 8 | 3 days | $200 each |
| | Brief Treatment Techniques | 6 | 3 days | $120 each |
| | Reality Therapy | 5 | 2 days | $125 each |
| | Crisis Intervention | 4 | 1 day | $50 each |
| | Clinical Supervision | 3 | 2 days | $200 each |
| | Understanding Data Base III | 2 | 2 days | $150 each |

| | Topic/ Theme | Number of Participants | Length | Cost |
|---|---|---|---|---|
| Northern Health Services Branch | Various dental seminars - undetermined at this time | | | |
| | Carkuff Skill | 2 | 2 days | $100 |
| | BCLS (CPR) | all nursing staff | 1 day | $40 plus expenses |
| | Inservice at Regional Hospitals | | 1/2 day | travel costs only |
| **Acute and Continuing Care Division** | | | | |
| Continuing Care Branch | Associations sponsor workshops/seminars on a regular basis. These are often not advertised well in advance so planning/budgeting is difficult. | | | |
| Hospital Services Branch | Various Hospital Standards Seminars as included on interpersonal meetings | - | - | Tuition only (varies) |
| | Computer Programming | 4 | - | $100 each |
| | Various seminars for Facilitators/Construction Consultants | 4 | 1-3 days | - |
| | ADR/IDEAL | 2 | 2 days | $1000 each |
| | ADR/IDEAL Advanced | 1 | 2 days | $750 each |
| | DB2 Design | 1 | 3 days | $750 each |
| | DB2 DATA DICTIONARY | 1 | 3 days | $750 each |
| | System W | 2 | 2 days | $400 each |
| | HMR 1 Seminars re: medical records code | - | - | - |
| | career track courses | - | 1 day each | - |
| | Lotus 1,2,3 | - | - | - |

| | Topic/ Theme | Number of Participants | Length | Cost |
|---|---|---|---|---|
| Laboratory & Disease Control Services | Seminars re: | | | |
| | Aids * | 1 | 1 | |
| | Environment * | 1 | 1 | |
| | Chemistry * | 1 | 1 | Sustenance & travel on occasion |
| | Toxicology * | 1 | 1 | |
| | Microbiology * | 1 | 1 | |
| | * These seminars are often sponsored by drug or equipment companies or by other governments. Attendance is usually as an active participant. | | | |
| **Health Insurance Division** | | | | |
| Children's Dental Program | none | | | |
| Information Systems Branch | Systems Analysis Seminars | 2 | 10 days total | |
| | Technological Seminars | 2 | 5 days total | |
| | Administrative Seminars | 3 | 10 days total | |
| Medical Care Insurance Branch | nil | | | |
| Prescription Drug Services Branch | Drug Professional Related Seminars | 2-3 | 1 day | $100 each p/person |
| | General Health Care (Drug Applications) | 2-3 | 1 day | $100 each p/person |
| | Technical Seminars | 1-2 | 1-2 days | $100 each p/person/ per/day |

| | Topic/ Theme | Number of Participants | Length | Cost |
|---|---|---|---|---|
| Vital Statistics Branch | Cause of Death Coding | 1-2 | 1 week | nil ($1000 paid by Stats Canada) |
| **Central Support Services to the Department** | | | | |
| Finance & Administration Branch | none | | | |
| Human Resources & Payment Negotiation Branch | Unknown/funds limited | | | |
| Strategic Planning & Evaluation Branch | none that can be predicted | | | |
| Public Affairs Branch Branch | Canadian Public Relations Society (CPRS) | 2/ 2 seminars | 1/2 day each seminar | $30/seminar |
| | IABC | 2 | 1/4 day ea | $30/seminar |
| Department: | Defensive Driver Training | 50 | 1 day | nil |

6. Interactive Disc/Tele-Conferencing/Computer Managed Learning/Distance Education (innovative training)

Most Branches had little to report around innovative training however HSB and the Laboratory and Disease Control Services are using computer managed learning and teleconferencing. Details are listed below:

| | Title/ Topic | Number of Participants | Length | Cost |
|---|---|---|---|---|
| **COMMUNITY SERVICES DIVISION** | | | | |
| Community Health Services Branch | none | | | |
| Health Promotion Branch | none | | | |
| Mental Health Services Branch | Administrative courses may be requested for this fall if offered through the University extension or the Community College in Yorkton. (possibly 2 participants). | | | |
| Northern Health Services Branch | none | | | |
| **ACUTE AND CONTINUING CARE DIVISION** | | | | |
| Continuing Care Branch | none | | | |
| Hospital Services Branch | Basic J.L. | 2 | n/a | $200 |
| | Using ISPF | 1 | n/a | $100 |
| | Using SAS | 2 | n/a | $200 |
| | Using SAS/graph | 2 | n/a | $200 |
| | Using SAS/FSP | 2 | n/a | $200 |
| | Using SQL/QMF | 3 | n/a | $300 |
| Laboratory & Disease Control Services | Teleconference on Chlamydia | 50 | 2 hours | none (sponsored) by external company |
| | Possibly Computer managed learing of one or two computer programs (video based) | 20-50 | - | $500 |

| | Title/ Topic | Number of Participants | Length | Cost |
|---|---|---|---|---|
| **HEALTH INSURANCE DIVISION** | | | | |
| Children's Dental Program | none | | | |
| Information Systems Branch | none | | | |
| Medical Care Insurance Branch | none | | | |
| Prescription Drug Services Branch | Videos: various topics from Drug companies | 5-7 | 1 hour | N/C |
| Vital Statistics Branch | none | | | |
| **CENTRAL SUPPORT SERVICES TO THE DEPARTMENT** | | | | |
| Finance & Administration Branch | none | | | |
| Human Resources & Payment Negotiation Branch | none | | | |
| Public Affairs Branch | none | | | |
| Strategic Planning & Evaluation Branch | none | | | |

7. Secondments

The Department has a very limited list of positions and people available for secondments. Six positions are currently available for secondment from other Departments, while one is available for an internal secondment. Six individuals are available for secondment within or outside the Department. Branch details are as follows:

1. List potential positions for secondments to facilitate internal or inter-departmental secondments.

2. List potential people interested or needing secondment opportunities.

**COMMUNITY SERVICES DIVISION**

| | |
|---|---|
| Community Health Services Branch | 1. position - Admin officer III position at Sask. Hearing Aid Plan (Regina)<br>2. people - Expect a number of staff are interested however Community Health has not individually surveyed. |
| Health Promotion Branch | 1. position - nil<br>2. people - 1 |
| Mental Health Services Branch | 1. positions - <u>Yorkton</u>:Internal secondment from nursing department to intake system to train/development intake team/or/reclass/reassign position to intake function. <u>Swift Current</u>:Social worker IV - if incumbent is able to take another secondment.<br>2. people - 1 |
| Northern Health Services Branch | 1. positions - nil<br>2. people - nil |

**ACUTE AND CONTINUING CARE DIVISION**

| | |
|---|---|
| Continuing Care Branch | 1. position - nil<br>2. people - 1 |
| Hospital Services Branch | 1/2. positions and people available in following area:<br>Hospital Administration Analysts<br>Hospital Standards Consultants |
| Lab & Disease Control Services | 1. position - nil<br>2. people - nil |

**HEALTH INSURANCE DIVISION**

| | |
|---|---|
| Children's Dental Program | 1. position - nil<br>2. people - 1 |
| Information Systems Branch | 1. position - nil<br>2. people - 1 |
| Medical Care Insurance Branch | 1. position - nil<br>2. people - nil |
| Prescription Drug Services Branch | 1. positions - Secondments into this Branch in two areas would greatly beneift both the Branch and the secondees:<br>(i) systems/programmer analyst<br>(ii) Writer/researcher<br><br>2. people - Unable to recommend secondment of any current staff, due to limited staffing allotments and current workloads. |
| Vital Statistics Branch | 1. positions - nil<br>2. people - nil |

**CENTRAL SUPPORT SERVICES TO THE DEPARTMENT**

| | |
|---|---|
| Finance & Administration Branch | 1. position - nil<br>2. people - nil |
| Human Resources & Payment Negotiation Branch | 1. position - nil<br>2. people - nil |
| Public Affairs Branch | 1. position - nil<br>2. people - 1 |
| Strategic Planning & Evaluation Branch | 1. positions - nil<br>2. people - nil |

8. Other

The Departmental Plan under represents the actual needs for Staff Development especially in the smaller Branches. Even those branches with a significant amount of development funds find their training and development activities very limited. Two Branches made particilar comments as follows:

| | |
|---|---|
| Laboratory & Disease Control Services | Require health management and economic courses, specifically designed for managers in the Department.<br><br>Require continuation and enhacement of technical journals received through the Health Library. These journals form one imporant part of the technical education of the Laboratory staff.<br><br>enhancement of technical reference library for labroatory procedures (tests of manuals)<br><br>needs analysis survey summary underrepresents perceived needs for staff development due to lack of training funds. eg. 20 staff requested PSC course - Stress Management but requesting only 5 seats - may need to look at some other form of delivery. |
| Mental Health Services Branch | The need for staff development and training has never been more necessary due to the effects of downsizing, flattening, consolidation, vacancies etc. Unfortunately it is unlikely that additional resources for new staff training programs will be available as a result of this strategy; however, a serious attempt will be made to reallocate resources to provide for additional opportunities for professional development. Decentralization of training events will likely result in savings for travel and associated expenses in the rural regions.<br><br>Based on a preliminary review of the requests from the regions it appears the Branch will only be able to support 40% due to budgeting and staff resources. It is hoped that additional revenue can be allocated in the 89/90 budget. |

# SASKATCHEWAN HIGHWAYS & TRANSPORTATION

## STAFF DEVELOPMENT PLAN

## 1988 - 89

### I. Introduction

Saskatchewan Highways & Transportation staff development is aimed specifically at the improvement of employee performance. Programs are developed to meet the needs of management, administrative support staff, professional & technical staff and the operations staff.

The recent early retirement package has left the department with the need to expand the scope of the skills inventory of many employees; to train newly promoted supervisors and managers and to familiarize emloyees with the rapid change in technology as it applies to all classifications.

### II. Environmental Considerations and Issues

The department's human resource planning will be influenced by:

- Organizational Review
- Succession Planning
- Staffing and Recruitment
- Career Development
- Privatization

### III. Implications of Department Goals/Plans

Development initiatives have been established to focus on three major department objectives:

- To achieve excellence in management of human, technological, financial and information resources of the department.
- To improve transportation safety for the purpose of reducing the incidence and severity of accidents.
- To provide, maintain and protect provincial highways, roads, airports and related facilities at an acceptable level of service to users.

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IV. Developmental Needs

- High volume of computer training at all levels

- Training of newly appointed Supervisors of Operations

- Introduction of new Occupational Health and Safety regulations and the mandatory training programs

- Technical training for the District Operations staff

V. Staff Development Strategy

The department will place equal emphasis on technical as well as management training for newly appointed lower and middle management levels. The remainder of the developmental programs will provide the foundation to meet and maintain the department objectives.

VI. Areas of Program Review or Development

- Develop and initiate a comprehensive computerized record system for training programs, safety programs and workers compensation files.

- Develop an updated employee orientation program which will compliment the PSC package and emphasize the services provided by Highways and Transportation.

- Review the requirements to deliver the new Occupational Health and Safety regulations as they apply to First Aid and the Transportation of Dangerous Goods.

- Development of a Traffic Engineering course.

- Review the course standards required for training employees in the use of Electronic Distance Measuring Instruments.

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VII. Internal Staff Development Programs, Seminars and Events

1. Departmental Development and Seminars

| Title of Event | Number of Participants | Length | Cost |
|---|---|---|---|
| Level I Supervisory | 79 | 3 days | $3200 |
| Level II Supervisory | 45 | 3 days | $1600 |
| Level III Supervisory | 48 | 3 days | $1600 |
| Effective Writing | 40 | 2 days | $3400 |
| Problem Solving | 24 | 2 days | $6000 |
| Time Management | 40 | 2 days | $6000 |
| Stress Management for Supervisors | 48 | 2 days | $7000 |
| Public Relations for Supervisors | 48 | 1 day | $3000 |
| Tactics & Techniques of Negotiations | 24 | 3 days | $4500 |
| Performance Management | 21 | 1 day | $1500 |
| Basic Pavement Technology | 15 | 2 days | NIL |
| Conracts, Specifications and Contract Law | 23 | 2 days | $ 500 |
| Basic Soils | 40 | 2 days | NIL |
| Basic Asphalt | 40 | 2 days | NIL |
| Asphalt Equipment | 25 | 2 days | $1000 |
| Computer Applications | 134 | 2 days | |
| Welding - Arc & Gas | 25 | 3 days | NIL |
| Preventative Maintenance | 288 | 1 day | NIL |
| Equipment Operation Safety Training | 135 | 1 day | NIL |

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| Title of Event | Number of Participants | Length | Cost |
|---|---|---|---|
| Air Brake Training & Endorsement | 73 | 2 days | NIL |
| Motorgrader Training | 10 | 2 days | NIL |
| Defensive Driver Course | 77 | 1 day | $ 400 |
| Professional Driver Improvement | 133 | 2 days | $ 700 |
| Fire Extinquisher Handling | 31 | 1 day | NIL |
| Flagperson Instruction Traffic Control | 131 | 1 day | NIL |
| Cardio Pulmonary Resucitation - CPR | 120 | 1 day | $2400 |
| Explosives Handling | 20 | 1 day | $1500 |
| Back Injury Prevention | 34 | 1 day | NIL |
| Class "A" First Aid | 208 | 2 days | $8300 |
| Hazardous Materials Handling | 124 | 1 day | NIL |

2. Education Leave

| Area of Study | Number of Applicants | Length | Cost |
|---|---|---|---|
| Engineering | 1 | Unknown at this time. | |

3. Tuition and Book Reimbursement

| Area of Study | Number of Participants | Percentage of Support |
|---|---|---|
| Computer Systems | 1 | |
| Accounting | 2 | |

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| Area of Study | Number of Participants | Percentage of Support |
|---|---|---|
| CAD Systems | 1 | |
| Administration | 3 | |
| Programming | 1 | |
| Electronics | 3 | |

4. External Conferences

| Topic/Theme | Number of Participants | Length | Cost |
|---|---|---|---|
| W.A.C.H.O. | 15 | 3 days | $1500 |
| Appraisal Institute Conference | 1 | 4 days | $ 900 |
| Highway Engineering Exchange Program | 1 | 5 days | $1000 |
| ICES User Group | 1 | 1 days | $ 400 |
| WCTA Conference | 5 | 2 days | |
| RTAC Conference | 15 | 5 days | |
| CGS Conference | 2 | 3 days | |
| CTAA Conference | 3 | 4 days | |
| ASTM Conference | 1 | 5 days | |
| Industrial Vegetation Conference | 1 | 2 days | |
| North Dakota Paving Conference | 2 | 2 days | |
| IPAC Conference | 1 | 4 days | |
| Appraisal Institute National Conference | 1 | 2 days | |

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5. External Seminars

| Topic/Theme | Number of Participants | Length | Cost |
|---|---|---|---|
| New Directions 88 Computers | 1 | 1 day | |
| SGG | 1 | 1 day | $ 100 |
| Geotechnical Seminar | 6 | 3 days | |
| Traffic Records Systems | 1 | 4 days | $ 110 |
| Dangerous Goods Inspector Course | 1 | 11 days | $ 295 |

6. Interactive Disc/Tele-Conferencing/Distance Education

None at this time.

7. Secondments

None at this time.

8. Other

Several developmental opportunities will be advertised after the submission of this report. These will be attended by various employees from the department based on the direct need of the program content and the frequency of program availability.

VIII. Public Service Commission - Staff Development Needs Analysis Survey Summary.

SEE ATTACHED SUMMARY FORM

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## IX. Conclusion

The staff development plan addresses the needs of the Branches and the Districts to assist them in the fulfillment of the major objectives of the Department.
Priorities have been established to ensure the proper emphasis is placed on those areas which must be considered first.

The five major areas for staff development are as follows:

1. Computer Operation and Software Applications.

2. Safety training.

3. Management Training.

4. Technical and Professional Training.

5. Equipment and Trades Training.

Department Saskatchewan Highways and Transportation

# HUMAN RESOURCES, LABOUR AND EMPLOYMENT

## STAFF DEVELOPMENT PLAN

### I. Introduction

The department was formed in 1987 by amalgamating the Department of Labour, Employment Development Agency, Seniors' Bureau, Women's Secretariat, Heritage Program and Indian & Native Affairs Secretariat. In January 1988, the department received responsibility for the Saskatchewan Income Plan and Indian & Native Affairs again became a separate agency.

Department Goals:

1. New labour legislation enacted
2. "Hire Saskatchewan" thrust
3. Employment Equity initiatives
4. Pension reform recommendations
5. Increased staff participation in department activities
6. Commitment to seniors maintained
7. New focus for Women's Directorate
8. Informatics plan implemented
9. Workplace Hazardous Materials Information System implemented

### II. Environmental Considerations and Issues:

1. Privatization
2. Aging population
3. Dynamic labour-management environment
4. Increased pressure from target groups for additional resources
5. Stresses on economy
6. Employment initiatives
7. Ongoing government restraint

### III. Implication of Department Goals/Plans:

1. A major new program thrust (to be announced)
2. New labour legislation
3. New direction for Women's Directorate
4. Economic diversification
5. Hire Saskatchewan promotion
6. Ongoing commitment to seniors
7. Creation of windows into government for target groups

IV. Developmental Needs:

1. Communication
2. Media
3. Coping with change
4. Establishing career paths for people

V. Staff Development Strategy:

Emphasis is placed on development for employees' current jobs. Development related to career goals has second priority.

VI. Areas of Program Review or Development:

1. Two sessions of interest to people from target groups
2. Employment Equity Mentorship Program

VII. Internal Staff Development Programs, Seminars, Events and Activities

1. Departmental Professional or Technical Development and Department Seminars

| Title/Theme of Seminar/Event | Number of Participants | Length | Cost |
|---|---|---|---|
| Labour Standards Seminar | 18 | 3 days | $ 900 approx. |
| Occupational Health Seminar | 33 | 1 day | 600 approx. |
| Administrative Processes | 38 | 1 day | 300 approx. |
| Toastmasters | 22 | 1.5 hrs. bi-weekly | 700 approx. |
| Wordprocessor Training | 40 | Ongoing | Not available |
| Communicating Effectively In the Workplace | 15 | 2 days | 2,000 approx. |
| Media Interviews: Being an Effective Spokesperson | 12 | 1.5 days | 5,200 |

2. Education Leave:

| Area of Study | Number of Applicants | Length | Percentage of Support |
|---|---|---|---|
| MBA | 1 | 8 months | 65% |

3. Tuition and Books Reimbursements - (No leave):

| Area of Study | Number of Applicants | Percentage of Support |
|---|---|---|
| Variety | Approx. 15/yr. | 100% |

4. External Conferences:

| Topic/Theme | Number of Participants | Length | Cost |
|---|---|---|---|

There are a number of conferences staff attend each year related to their employment. If necessary, we could provide a list semi-annually.

5. External Seminars:

| Topic/Theme | Number of Participants | Length | Cost |
|---|---|---|---|

See #4 above

6. Interactive Disc/Tele-Conference/Computer Managed Learning/Distance Education

| Title/Topic | Number of Participants | Length | Cost |
|---|---|---|---|

None

7. Secondments:

Interest has been expressed by some staff and will be pursued on an individual basis.

8. Other

VIII. Public Service Commission - Staff Development Needs Analysis Survey Summary

Attached

IX. Conclusion

This represents current needs; however, it may have to be adjusted as priorities change.

Department: Human Resources, Labour and Employment

# DEPT. OF JUSTICE

## 1988-89

## STAFF DEVELOPMENT PLAN

### A. Introduction

The Department of Justice was formed in 1983 with the amalgamation of the Attorney General's Department and Corrections Division formally with the Department of Social Services. The Departments new mandate also included several Boards, Agencies and Commissions. The creation of a new department resulted in the restructuring of administrative processes and human resources to meet the goals and objectives of a new Department.

The Department of Justice has a stated mission: to achieve a just, peaceful and safe society in Saskatchewan. The Division and Branches within the Department all contribute to this stated purpose. Together, members of the Department serve the public by providing for:

- Necessary changes and additions to the laws of the province, under the instruction of the Legislative and Regulations Review Committees of the Cabinet.
- Adequate policing services.
- Legal advice and services for any case that may come before the courts and the prosecution of criminals offenses.
- A court system with facilities, staff, judges and/or juries and related services.
- Correctional services, both institutional and probationary programs.
- Investigative services for all unexpected deaths.
- A land titles service and personal property registration system.
- Property administration services for the mentally incompetent and minors.
- Legal services and advice to the provincial government.

Dept. of Justice
1988-89
Staff Development Plan

A projected staff development plan has been established for the Branches/Divisions of the Department of Justice. The Human Resources Branch has worked with Branches/Divisions to develop a two and three year training and development plan formulated to enhance the quality and efficiency of human resources in the Department of Justice. In some instances four and five year training and development plans have been created to meet the present and future needs of the department.

Each Branch has identified their present needs and has prepared a brief forecast of future needs. The downsizing exercise and the Early Retirement Program in the last fiscal year has limited resources and has initiated the further development of Branch/Division training and development strategies within the department.

In order to meet the goals and objectives of the department, managers are looking toward automation of processes and technical systems to accommodate heavy workloads. The Department has also had to ensure that personnel are equipped to handle present day and future challenges through development and professionalization of staff at all levels.

Dept. of Justice
1988-89
Staff Development Plan

B Environmental Considerations and Issues

- economic conditions and its effect on program development, operations and human resources
- early retirement, downsizing and reorganization of Divisions
- closure of field offices and privatization of areas within the Department
- adequate recruitment of human resources
- staff relations
- computerization/systems and research needs
- program development needs to meet future requirements
- development of specific job-skills training to meet Branch/Division/Department goals and objectives,
- timing of training events to meet department needs
- the projected increase of landlord-tenant disputes
- social conditions/issues
- provide legal services to the Government of Saskatchewan.

Dept. of Justice
1988-89
Staff Development Plan

C. Implication of Branch/Division Goals/Plans

- proclamation and passage of federal criminal legislation
- legislative amendments
- acquisition of computer equipment
- development of computer programming
- automation/statistics gathering
- professionalize and develop existing human resources
- standardization of procedures
- provide greater client services
- policy development
- development of employees skills and provide promotional opportunities to meet additional staffing requirements
- managers must become team builders/coaches to meet goals.
- training senior, middle and first line supervisors.
- continue to meet the training requirements of the Corrections Worker Training Program.

Dept. of Justice
1988-89
Staff Development Plan

D. Developmental Needs

- Senior Management Training (Levels 9 and above)
- Middle Management Training (Levels 6-9)
- Management Training (Levels 1-6)
- Supervisory Training
- Administrative Training
- Support Staff Development
- Technical Training
- Job Specific Training:
    - . Corrections Worker Training Program
    - . Investigators
    - . Trust Officer
    - . Local Registry
    - . Sheriffs
    - . Justices of the Peace
- Promotional development opportunities

Dept. of Justice
1988-89
Staff Development Plan

E. Staff Development Strategy

1. To provide managers and support staff with training and development opportunities to meet the goals and objectives of the department in an efficient and effective manner.

2. To provide working experiences which will enhance the personal development of employees. This may be attained through attendance at Public Service Commission and in-house workshops, outside agency/institutions, secondments .

3. To provide the Department with a professional group of employees.

4. Through the development of internal workshops, the Human Resources Branch, Department of Justice, provides training and developmental opportunities for departmental personnel. The workshops are designed to meet specific program and job skill needs and are facilitated by in-house and contracted outside agencies.

   Departmental workshops are held in Regina, Saskatoon and Prince Albert providing availability and accessibility to all personnel throughout the province. By holding departmental training in these locations, courses can be tailored to the specific needs of a work unit (i.e. Correctional Centres, Land Titles offices.

   In times of restraint, training opportunities take on special significance for employers. Employers want employees to perform their jobs with greater skill and efficiency. Supervisors must know how to supervise to gain maximum productivity from employees. As well, when "things are tight", training becomes virtually the only way of providing "rewards" and thus helping to maintain employee morale. Again, morale issues affect productivity, and training is a relatively inexpensive way of providing rewards and assisting in maintaining morale.

   The workshops are cost-shared and, in most instances co-facilitated with the Department of Social Services, which provides the necessary knowledge, skills and ability development for staff at a minimal cost. The cost-sharing has been a useful exercise in reducing costs and maintaining training without sacrificing common training thrusts. For example, supervisors in Young Offenders (Social Services) have similar training requirements as Team Leaders in Correctional Centres, but have little in common with

supervisors in the Department of Highways or Parks. The following provides a list of internal workshops offered to personnel in the Department of Justice:

Justice Workshops:

Supervisory Skills
Communication Skills for Supervisors
Managing Performance Problems
Personnel Recruitment and Selection
Leading Effective meetings
Making Presentations
Time Management
Effective Writing
Stress and Self-Management
Managing Conflict

On-Site/On Demand Workshops:

Basic Communication and Counselling Skills
Interviewing and Motivating Skills
Criminal Law Workshops
Human Rights Training
Occupational Health and Safety

The following External Courses are also attended by Department of Justice personnel:

Correctional Services of Canada Workshops

Conflict Resolution
Anatomy of a Set-Up
Hostage Behaviour
Native Awareness
Methods of Instruction
Suicide Prevention

Other External Courses

Working With The Alcohol or Drug Dependent Client
Money Management for Caseworkers
Family Violence Workshop
Defensive Driving

5. To assist with the staff training and development of personnel in the department, the Human Resources Branch has developed a resource library which contains audio and visual aids. Visual aids such as equipment, books and videos are available to all

levels of personnel within the department. A list of these resources is provided to all Branch/Division Heads and field offices.

6. It is anticipated that 60 part-time Provincial Correctional Centre Correction Workers will graduate from the 16 week program with an additional 20 part-time Correction Workers completing Phase I of the program in the 1988-89 fiscal year. The Basic Training Program is a 4 week program designed for non-Correction Worker staff who are employed in varous positions within the Provincial Correctional Centres. Twenty provincial employees will attend this session and graduate from the program within the 1988-89 fiscal year.

F. Areas of Program Review or Development

- development of internal audit for Administrative Services
- staffing and development strategy for specific Branches/Divisions.
- automation and development of computer skills within the Department.
- automation training package - support staff
- automation awareness package - management
- investigators training
- revisions to the Farm Ownership Act
- Trust Officer training
- standardization of operations in the Land Titles area
- Corrections Worker Training Program

Dept. of Justice
1988-89
Staff Development Plan

## II. Professional or Technical Development Seminars

| Title/Theme of Seminar/Event | No. of participants | Length |
|---|---|---|
| Probation Conference | 100 | 3 days |
| Community-Training Residence Conference | 50 | 3 days |
| Institutional Conference | 200 | 3 days |
| Registrar's Conference | 11 | 3 days |
| Assistant Registrar's Conference | 26 | 3 days |
| Word Processing training | 30-40 | 1-2 days |
| Automation Awareness Seminar | 10-15 | 2-3 hours |
| Legal Division Seminar | 50 | 2.5 days |
| Prosecutors Conference | 30 | 3 days |

## III. Education Leave

| Area of Study | Participants | Length | % Support |
|---|---|---|---|
| Social Work & Criminal Justice | 4-6 | 3 mos. | 70% |

## IV. Tuition & Books Reimbursement

| Area of Study | No. of Applicants | % of Support |
|---|---|---|
| Administrative Support & Supervision | 9 | 100% |
| University Classes: | 4 | 100% |
| Administration | 5 | 100% tuition only upon successful completion |
| Accounting Part A & B | 2 | 100% |
| Social Work | 15 | 100% |
| Human Justice | 15 | 100% |

Dept. of Justice
1988-89
Staff Development Plan

V. External Conferences

| Topic/Theme | No. of Participants | Length |
|---|---|---|
| Ingres User Conference | 1 | 1 week |
| Canadian Institute of Surveying & Mapping | 1 | 4 days |
| Canadian Council of Surveying & Mapping | 1 | 2 days |
| Can. Bar Association | 1 | 5 days |
| Canadian Uniform Law Conference | 1 | 5 days |
| Can. Bar Association | 250 | 2.5 days |

VI. External Seminars

| Topic/Theme | No. of Participants | Length |
|---|---|---|
| Internal Audit | 1 | 1 week |
| Technical | 4 | 1-2 days |
| Seminars which meet specific Branch/Division needs - Probation, Correctional Centre, C.T.R Investigators, Boards and Commissions | unknown | unknown |

VII. Secondments

Administrative Services

The following positions are currently staffed by secondments:
- Manager, Accommodations and Support Services
- Controller

Potential Secondments:
- Accountant
- Administrative Assistant

Dept. of Justice
1988-89
Staff Development Plan

## Job Reassignments

### Corrections Division

- Director of Community Operations
- Director, Regina Community-Training Residence
- Assistant Deputy Director, Counselling, Regina Correctional Centre
- Director, Pine Grove Correctional Centre, Prince Albert
- Director, Regina-Qu'Appelle Community Operations
- Director, Prince Albert Community Operations
- Executive Assistant to the Executive Director of Corrections Division

### Human Resources Branch

- Staff Training and Development Officer

### Federal/Provincial Exchanges

- Executive Director, Land Titles
- Restitution Co-ordinator, Prince Albert Community Operations, Corrections Division

Dept. of Justice
1988-89
Staff Development Plan

## VIII. Conclusion

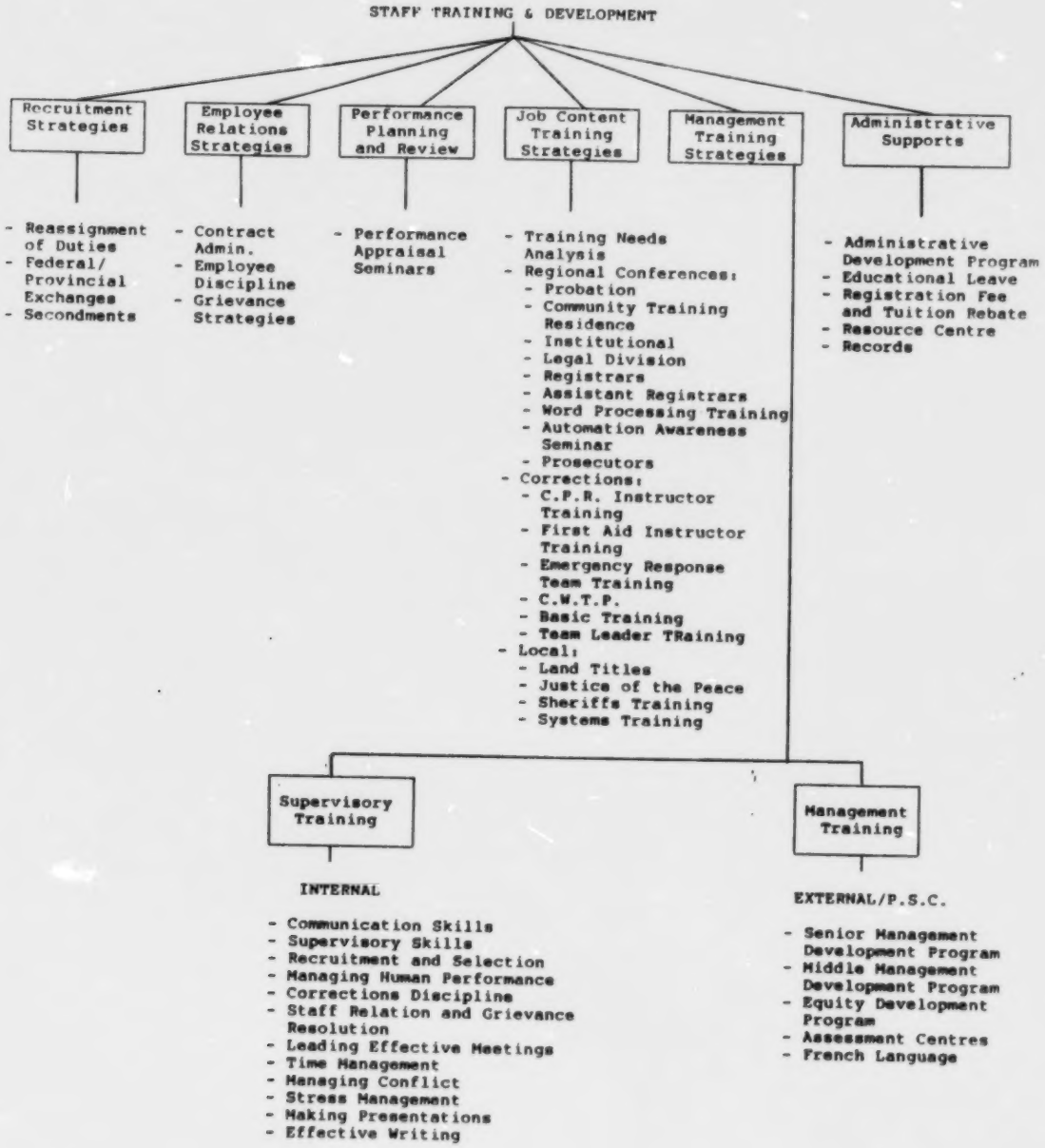
The Department of Justice will maintain and provide the professional development of human resources to meet the goals and objectives of the department. The training and development of all levels of employees within the department will be dependant upon present and future needs and the availability of funding.

Participation in workshops/seminars/conferences will be based on developed Branch/Division plans which remain within budget. Selection of training and development opportunities will be based on department need, personal development needs, context, length of course and associated expenditures.

Branch/Division approved Staff Development Plans will provide employees with training and development opportunities through attendance at P.S.C. and Department workshops/conferences, educational institutions, other outside agencies, specific on-the-job skills based training, education leave, secondments and promotional opportunities.

Thus, the need to expand identified practical skills and provide personal development experiences for all levels of personnel within the department, will ensure department goals and objectives are met.

APPENDIX


STAFF TRAINING & DEVELOPMENT
Recruitment Strategies
Employee Relations Strategies
Performance Planning and Review
Job Content Training Strategies
Management Training Strategies
Administrative Supports
- Reassignment of Duties
- Federal/ Provincial Exchanges
- Secondments
- Contract Admin.
- Employee Discipline
- Grievance Strategies
- Performance Appraisal Seminars
- Training Needs Analysis
- Regional Conferences:
- Probation
- Community Training Residence
- Institutional
- Legal Division
- Registrars
- Assistant Registrars
- Word Processing Training
- Automation Awareness Seminar
- Prosecutors
- Corrections:
- C.P.R. Instructor Training
- First Aid Instructor Training
- Emergency Response Team Training
- C.W.T.P.
- Basic Training
- Team Leader TRaining
- Local:
- Land Titles
- Justice of the Peace
- Sheriffs Training
- Systems Training
- Administrative Development Program
- Educational Leave
- Registration Fee and Tuition Rebate
- Resource Centre
- Records
Supervisory Training
Management Training
INTERNAL
- Communication Skills
- Supervisory Skills
- Recruitment and Selection
- Managing Human Performance
- Corrections Discipline
- Staff Relation and Grievance Resolution
- Leading Effective Meetings
- Time Management
- Managing Conflict
- Stress Management
- Making Presentations
- Effective Writing
EXTERNAL/P.S.C.
- Senior Management Development Program
- Middle Management Development Program
- Equity Development Program
- Assessment Centres
- French Language

PARKS, RECREATION AND CULTURE

STAFF DEVELOPMENT PLAN
1988/89

## I. INTRODUCTION

Our department has worked diligently for 3 years to bring the staff development function from one of scheduling employees on courses, to implementing a planned developmental approach that addresses specific needs based on individual as well as department-wide objectives. We are now entering our fourth year using this systematic approach.

Concurrently, the department has developed a comprehensive automated system of determining, analyzing and addressing needs. This micro-computer based system currently sets the standard for other departments to emulate.

The department's strategic goals focus on the continuing need to take a proactive stance in staff development initiatives. To assist us in achieving this, the department continues to rely on the Managing Human Performance program and its philosophies, which were adopted in 1983, as a viable means of determining and addressing skill development needs.

## II. ENVIRONMENTAL CONSIDERATIONS

- in 1987, the department lost more than 2500 years of experience with the retirement of 114 employees; the two departments formerly Culture and Recreation and Parks and Renewable Resources were amalgamated into one resulting in new responsibilities and assignments for several staff; public participation initiatives resulted in several reassignments, transfers and downsizing;

- the adoption of the Bell Report of November, 1987, requires significantly increased technical training of our enforcement staff over the next 2 years;

- an increased department emphasis on occupational health and safety due to the adoption of a two-year strategy for safety and the implementation of the Workplace Hazardous Materials Information System legislation on October 31, 1988;

- the continuing government-wide priority placed on employment equity initiatives, to make all employees aware of the program, policies and initiatives for employment equity;

- continued technological change and automation of information;

- the ongoing need to be sensitive to the cultural differences in the clientele we serve.

## III. IMPLICATION OF DEPARTMENT GOALS/PLANS

Three key requirements contribute to the direction of staff development for 1988-89.

1. Departmental goals focus on communication, interaction and service to people, both internally and externally;

2. Technical development of our specialized professional staff;

3. Promotion of team atmosphere.

## IV. DEVELOPMENT NEEDS

In order to address the three areas identified in the department's goals, staff development will focus on:

- communication and interactive skill development
- technical and professional training
- skills necessary for effective management of people and programs.

## V. STAFF DEVELOPMENT STRATEGY

Focus on technical and professional development of all staff with emphasis on enforcement strategy and specialized fields in several divisions.

Continued development of management skills for all levels particularly in communication, service and technological change.

## VI. AREAS OF PROGRAM REVIEW OR DEVELOPMENT

- Enforcement Training Program - new
- Team Building and Professional Image Development - new
- Communications Training - new
- Safety Programming: ATV Handling, Water/Boat Safety, WHMIS training - new
- Conservation Officer Career Development - revise
- Leadership Effectiveness Training - revise
- Service Effectiveness Training - revise
- Supervisory Skills - revise

## VII. INTERNAL STAFF DEVELOPMENT PROGRAMS, SEMINARS, EVENTS

### 1. Department Professional/Technical Development Seminars

| Title | No. of Participants | Length |
|---|---|---|
| Writing Skills | 40 | 2 days |
| Supervisory Skills | 45 | 1 day |
| MHP | 60 | 3 days |
| MHP Refresher | 30 | 1 day |
| Defensive Driving | 90 | 1 day |
| First Aid | 150 | 2 days |
| Service Effectiveness Trainers | 20 | 2 days |
| Occupational Health Committee Trainers | 17 | 2 days |
| Pesticide Application | 45 | 2 days |
| Water/Boat Safety Instructors | 4 | 8 days |
| Water/Boat Safety | 60 | 2 days |
| Leader Effectiveness(COCDP) | 40 | 3 days |
| ATV Instructors | 4 | 3 days |
| ATV Riders | 150 | 1 day |
| Enforcement Training Initiative | 180 | TBA |
| Employee Relations | 40 | 2 days |
| Negotiation Skills | 20 | 2 days |
| Professional Image Dev. | 30 | 2 days |

## 2. Education Leave

Department employees are encouraged to make use of the education leave option whenever appropriate. While all applicants are not known at this time, the following requests have been submitted for 1988/89:

| Area of Study | Number | Length | % Support |
|---|---|---|---|
| Administration | 1 | 10 mos. | 50% |
| Landscape Architecture | 1 | 8 mos. | 50% |
| Science (Zoology) | 1 | 8 mos. | N/A |

## 3. Tuition and Book Reimbursement

While specific applicants are not known at this time, 25 can probably be expected in 1988-89 with 100% reimbursement the usual formula applied.

## 4. & 5. External Conferences and Seminars

Several requests for attendance at a variety of conferences and seminars can be expected in 1988-89; however, exact numbers are unknown at this time.

## 6. Interactive Disc/Teleconferencing/Distance Education

Interactive teleconferencing and distance education will be pursued through the available facilities at the University of Regina. The department can feasibly utilize this procedure in conjunction with the on-site facilities at the University of Regina for special presentations and guest speakers, as well as selected seminars.

## 7. Secondments

When an employee identifies a desire for development by secondment, most often through their development plans, a suitable position is identified and secured for this opportunity whenever appropriate.

8. Other

The Renewable Resources Division have identified a need to be kept abreast of specialized technical developments in their particular areas. Human Resources Branch will provide consultative assistance in securing appropriate expertise in these areas.

Contract administration workshops for lease contracts specifically dealing with techniques for administration, formalization and documentation, plus liability responsibility are required in several areas in Operations. The expertise to facilitate these specialized workshops will be secured using available government resources.

Customer service will be emphasized through the redevelopment of the Service Effectiveness Training Program and new programs directed to office reception staff and other first-time public contact positions.

## VIII. Needs Analysis Survey

Recognizing the need for on-going developmental opportunities for all of our employees, we have requested 9 block courses to be specifically tailored to our identified needs run by the Public Service Commission. We have also selected staff participation in 26 regular scheduled courses. In addition, we will be promoting participation in externally sponsored conferences, seminars and educational courses. By offering a wide range of learning experiences, we will build upon the professional skills and expertise of our entire staff complement. In addition, 13 seminars and modules have been selected for the Senior Management Development Program.

## IX. Conclusion

The staff development plan for 1988/89 will provide technical and professional development to update employees on specific technological changes in their specialized fields.

In addition, lower and middle managers will be provided with a variety of developmental opportunities both through the PSC and outside agencies, to prepare them for their changing roles and future advancement within the department.

Administrative development continues to be a major thrust for all staff levels with emphasis on clerical growth and development. With increased responsibility being placed on clerical support staff to allow managers the freedom to focus on other areas, skill development must be undertaken to prepare them for their changing roles. While primary emphasis will be on support staff development, all staff will be given as much opportunity as possible to participate in administrative skill development opportunities.

Finally, computer training will be a continuous developmental process in order to keep abreast of innovative computer technology. Use of Public Service Commission resources, the department's systems group and outside sources will be utilized to provide a range of skill development from the operator to management levels.

PUBLIC SERVICE COMMISSION
STAFF DEVELOPMENT PLAN

## I. INTRODUCTION

Fiscal year 1987-88 was an extremely challenging time for the PSC with the Public Service downsizing affecting the Commission in two ways.

1. We have had to help departments consolidate and redefine their missions and operations.

2. Within the PSC we've been faced with restructuring of our own; a new mission statement and the need to ensure that the staff who remain are equipped to achieve their objectives.

The priorities established for fiscal year 1988-89 are as follows:

- To increase the capabilities of the automated Human Resource System for user departments.

- To enhance employee morale, productivity and performance management in the public service.

- To negotiate collective agreements and maintain effective labour relations.

- To assist in rebuilding and reorganizing the public service.

## II. ENVIRONMENTAL CONSIDERATIONS AND ISSUES

- Privatization and public participation initiatives.

- Fiscal Restraint.

- Decrease in staff levels requires employees to be more creative and flexible in the performance of their duties.

- Employment equity issues - pressures to provide opportunities for target groups.

- Changing composition of workforce, e.g., women in management.

- Increased staffing activity following early retirement program.

- Labour relations climate.

## III. IMPLICATION OF DEPARTMENT GOALS/PLANS

- Increased re-employment and redeployment activities have lead to an increased need to counsel employees and to match people to suitable positions.

- Pressures to develop and refine information systems will generate the need to enhance skills in project management, as well as systems development.
- Increased emphasis on employment equity is affecting the composition of the PSC's workforce.
- Desk Top Publishing is being reviewed for implementation. This will prompt the need for staff development so that technology is used effectively.

## IV. DEVELOPMENTAL NEEDS

- Need for further computer training for both professional and support staff.
- Need for training of clerical staff to support recruitment/selection activities.
- Need for greater exposure to human resource conferences to keep abreast of developing issues and developing contacts in the human resource community.
- Need to develop employees' consulting knowledge and abilities to serve departments effectively.
- Computer management/programming development.
- Ongoing morale building for staff.

## V. STAFF DEVELOPMENT STRATEGY

In the upcoming year our managers and professionals will concentrate on attending innovative conferences, consulting skills workshops and computer management programs. Support staff will concentrate on technological oriented sessions. Staff generally may be involved in communication skills and morale building sessions.

## VI. AREAS OF PROGRAM REVIEW OR DEVELOPMENT

None.

## VII. INTERNAL STAFF DEVELOPMENT PROGRAMS, SEMINARS, EVENTS AND ACTIVITIES

1. Department Professional or Technical Development and Department seminars.

| Title/Theme of Seminar Event | Number of Participants | Length | Cost |
|---|---|---|---|
| Administration | 24 | 1 day | $1,500 |
| Staffing Symposium | 25 | 2 days | $3,000 |
| Classification | 12 | 2 days | $1,000 |

2. Education Leave

None

3. Tuition and Books Reimbursements - (No leave)

| Area of Study | Number of Applicants | Percentage of Support |
|---|---|---|
| Admin. Certificate | 1 | 100% |
| MBA | 1 | 100% |
| Business Administration | 1 | 100% |
| Bus. Comp. (SIAST) | 2 | 100% |
| U of R | 3 | 100% |
| Administration | 1 | 100% |
| Adult Development, U of R | 1 | 100% |
| Administration Degree | 2 | 100% |
| Admin. Development Program | 1 | 100% |

4. External Conferences

| Topic/Theme | Number of Participants | Length | Cost |
|---|---|---|---|
| Women in Business | 3 | 2 days | |
| Staffing Directors Conference | 1 | | |
| Records Management Conference | 1 | 1 day | $100 |
| IPAC - Annual | 3 | 4 days | |
| Training & Development Conference (Halifax - June) | 1 | 4 days | $600 |
| Ontario Training & Development Association (Toronto) | 1 | | $600 |
| National Conference on Organizational Changes/Management | 1 | 3 days | |

5. External Seminars

| Topic/Theme | Number of Participants | Length | Cost |
|---|---|---|---|
| Grievance Arbitration U of S | 1 | 3 days | $250 |
| Queen's Industrial Relations Program, Kingston | 1 | 1 week | $1,500 + transportation |
| Advanced Industrial Relations Program | 1 | 1 week | $1,750 + transportation |
| Advanced Management, Halifax | 1 | ? | $590 + transportation |
| Employee Benefits, Humber College | 1 | | |
| MS-D03 | 1 | 2 days | $200 |
| Adv. Structural Analysis Design & Data Remodelling | 1 | 3 days | $450 |
| Organizational Design and Redesign Fac. of Management Studies U of Toronto | 1 | ? | ? |

6. Interactive Disc/Tele-Conferencing/Computer Managed Learning/Distance Education

None.

7. Secondments

Interests continues in seconding interested individuals to Management Staffing.

8. Other - N/A

## VIII. PUBLIC SERVICE COMMISSION - STAFF DEVELOPMENT NEEDS ANALYSIS SURVEY SUMMARY

(Reported separately, see attached sheets).

## IX. CONCLUSION

The Public Service Commission actively utilizes the Managing Human Performance system and sees staff development as an integral and essential component of that system. The PSC is committed to the principle of providing developmental opportunities to assist individuals in meeting their position requirements as well as developing their future potential. Staff development is also seen as an essential tool in meeting our goals of leadership and service.

# Staff Development Plan

## RURAL DEVELOPMENT

## 1988-89

## I INTRODUCTION

In 1980, Rural Affairs was created as a separate department to be responsive to the needs of rural local governments. In 1983, Rural Affairs was changed to Rural Development to reflect a broader mandate. In 1986, the department's mandate was strengthened to pursue rural economic development and diversification initiatives. In 1988, the strategic focus will be further expanded upon merging with Agriculture's Land Branch and Extension Services to create the Rural Service Network.

## II ENVIRONMENTAL CONSIDERATIONS AND ISSUES

- Protectionism and changes in world agricultural markets has created a need for Saskatchewan to further develop and diversify its rural economy.
- Rural economic conditions have increased pressure on local governments and their property tax system.
- The province is experiencing gradual rural depopulation causing concerns about future opportunities for families in rural Saskatchewan.
- The department has experienced downsizing of human resources, with the expectation that services will not be reduced and but will improve.
- The department is responding to the need for Employment Equity initiatives.

## III IMPLICATION OF DEPARTMENT GOALS/PLANS

- Establish a service oriented "one-stop shopping" approach to delivering services to rural residents.
- Facilitate long term rural economic development and diversification through local initiatives.
- Enhance the level of services provided by continually striving to improve effectiveness and efficiency.

## IV DEVELOPMENT NEEDS

- Computer application skills (to increase productivity in department information and communication processes and assist in the implementation of the Rural Services Network).
- Leadership and consultation skills.
- Stress and time management skills.
- Writing and communication skills.
- Management skill and development.
- Employment Equity - focus on developing staff within the department.

## V STAFF DEVELOPMENT STRATEGY

In conjunction with the new Rural Service Network initiative, the department will identify and meet staff development needs required to implement the strategy over the coming year.

Opportunities for staff development are planned in computer literacy and applications, stress and time management, writing and communication skills, and management skills development, through PSC Seminars.

The department is addressing equity development by providing access to PSC programs and sponsoring an internal development program managed by the women who will benefit from it.

## VI AREAS OF PROGRAM DEVELOPMENT

- Prepare new job descriptions and related skill development programs for staff in the Rural Service Network.
- Develop the department staff managed Employment Equity Program.

## VII INTERNAL STAFF DEVELOPMENT PROGRAMS, SEMINARS, EVENTS AND ACTIVITIES

1. **Departmental Professional or Technical Development and Department Seminars.**

   This area is to be developed in 1988-89.

2. **Education Leave**

   None Planned

3. **Tuition and Book Reimbursement**

| Area of Study | # of Applicants | % of Support |
|---|---|---|
| Administration | 3 | 100% |

4. External Conferences

| Topic | # of Participants | Length | Cost |
|---|---|---|---|
| Roads & Transportation Association of Canada | 3 | 4 days | $4,500 |
| Canadian Technican Asphalt Association | 1 | 3 days | $1,200 |
| Western Association of Canadian Highways Officials | 1 | 3 days | $ 700 |
| Western Canada Traffic Association | 1 | 4 days | $ 800 |

5. External Seminars

None planned.

6. Interactive Disc/Tele-Conferencing/Computer Managed Learning/ Distance Education

None Planned.

7. Secondments

None Planned.

VIII PUBLIC SERVICE COMMISSION - STAFF DEVELOPMENT NEEDS ANALYSIS SURVEY SUMMARY

Previously submitted - total: 104 seminars

IX CONCLUSION

The staff development plan for 1988-89 provides a base for developing a strategic system, tying staff development more closely to a performance review process. Much of the staff development program will be identified over the year as the department responds to an expanded mandate.

Department of Rural Development

# DEPARTMENT OF SOCIAL SERVICES

## Staff Development Plan -- 1988-89

### I. INTRODUCTION

The department has a history of focusing its resources on client services and staff development. Our developmental philosophy is evident from our history and nature of our service. Our motto, "competent and caring service", clearly ties staff development to the provision of service.

Social Services is the largest department in government with over 1,800 people on staff. The work of our department is probably the most people-oriented in all of government as all of our programs are directed at the personal and social needs of individuals, families and communities.

### II. ISSUES AND CONSIDERATIONS

We have a number of issues which we need to address over this next year and certainly years to come. As suggested by your guidelines, we list them in point form.

- Rapid social change.
- Economic downturn in the agricultural and resource industries.
- New Federal initiatives in services to youth and day care.
- Adjustments to recent early retirements.
- Closure of North Park Centre and increased support required for community groups.
- Welfare reform.
- Automation throughout the department.
- New programs in monitoring investigations and reviewing existing programs.
- New Family Services legislation.

Staff Development Plan -- 1988-89

III. DEPARTMENT GOALS

The department's major efforts in 1988-89 will be reflected in the following areas:

- New Day Care initiatives.
- Province-wide foster parent training.
- Continued welfare reform.
- Continued expansion of automated systems to all branches.
- New Family Services legislation (Families Matter program).
- Upgrading senior and middle management skills.
- Continued focus on providing core supervisory training.
- Professional development courses.
- Teambuilding.
- Program specific training.
- Regional in-service conferences planned for all six regions.
- Meet 80% of our developmental needs through in-house efforts by on-the-job training, program specific training, professional development courses, supervisory courses.

IV. DEVELOPMENTAL NEEDS

The major staff development needs can be identified by showing our top ten requested courses.

- Handling Aggression
- Performance Management Program
- Managing Performance Problems
- Developing Leadership Skills
- Managing Conflict
- Evaluating Probationary Performance
- Stress Management
- Alcohol and Drug Abuse
- Teambuilding
- Microcomputer skills

It is evident that our needs are in the professional development, supervisory/management development and automated system areas.

Many of the other needs identified to us were clearly program specific and will need to be addressed by program managers.

V. STAFF DEVELOPMENT STRATEGY

We intend to address the majority (80%) of our training needs by in-house resources. We will design and deliver most of the program specific, professional development and supervisory courses. Our intention is to deliver many of the generic courses in conjunction with the Department of Justice and other departments as we have in the past. We expect 10% of our needs to be met by outside resources and another 10% of our needs addressed by the Public Service Commission.

VI. PROGRAM DEVELOPMENT

We will be developing new programs in:

- Day Care program training.
- Family Services automation.
- Province-wide foster parent training.
- Cultural awareness.
- Developing leadership skills.
- Alcohol and drug abuse.
- Regional in-service conferences.
- Teambuilding.
- Handling aggression.
- Program specific supervisory courses in Income Security and Family Services.

We will be reviewing:

- Stress Management.
- Time Management.
- SMART System and others.
- Supervisory Skills.
- Communication Skills for Supervisors.
- Managing Conflict.
- Counselling Techniques.

VII. INTERNAL STAFF DEVELOPMENT PROGRAM, SEMINARS, EVENTS, ACTIVITIES

A) Supervisory

| Course | # of Spaces | Length | Estimated Cost |
|---|---|---|---|
| Communication Skills for Supervisors | 38 | 3 Days | $ 4,800 |
| Recruitment and Selection | 11 | 2 Days | 400 |

"Supervisory Skills" and "Managing Performance Problems" may be done in conjunction with Public Service Commission or in-house depending on cost and suitability.

The "Performance Management" course (replacing Managing Human Performance (MHP)) will be accessed through Public Service Commission but primarily delivered by in-house facilitators.

B) Family Support Division

Course costs are estimated assuming:

a) similar costs to last year
b) identified needs and
c) guesstimated new course development costs.

| Course | # of Spaces | Length | Estimated Cost |
|---|---|---|---|
| Child Protection | 20 | 3 Weeks | $ 13,000 |
| Adoption | 20 | 1 Week | 2,600 |
| Family Support Supervisory Course(new) | 40 | 1 Week | 6,000 |
| Foster Care Co-Leaders Workshop | 10 | 1 Day | 300 |
| Handling Aggression(new) | 21 | 2 Days | 1,400 |
| Counselling Techniques(new) | 29 | 2 Days | 5,500 |
| Cultural Awareness(new) | 36 | 2 Days | 5,500 |
| Family Violence | 24 | 2 Days | 1,200 |
| Fetal Alcohol Syndrome | 23 | 1 Day | 1,200 |
| Interviewing | 14 | 1 Day | 300 |
| Mediation/Negotiation | 18 | 1 Day | 700 |
| Parenting Skills | 11 | 1 Day | 300 |
| Suicide Prevention | 19 | 2 Days | 700 |

Staff Development Plan -- 1988-89

B) Family Support Division...con't

| Course | # of Spaces | Length | Estimated Cost |
|---|---|---|---|
| Sexual Abuse | 25 | 2 Days | $ 2,500 |
| Caseload Management | 2 | 1 Day | 100 |
| Single Parent Issues | 3 | 1 Day | 150 |
| Family Support TOTAL | | | $ 41,450 |

C) Young Offenders Program

| | | | |
|---|---|---|---|
| Custody Basic | 24 | 3 Weeks | $ 13,000 |
| Community Basic | 12 | 1 Week | 2,600 |
| Support Staff Workshop | 4 | 1 Day | 200 |
| Teachers Workshop | 9 | 3 Days | 900 |
| Cardio Pulmonary Resuscitation (CPR) | 40 | 1 Day | 1,200 |
| First Aid | 30 | 2 Days | 1,400 |
| Fire Safety | 28 | ½ Day | 300 |
| Security Training | 1 | 1 Day | 50 |
| Case Management | 23 | 1 Day | 700 |
| Counselling Techniques | 24 | 2 Days | 900 |
| Cultural Awareness | (combined with Family Support) | | |
| Handling Aggression | 60 | 1 Day | 2,000 |
| YOA Supervisors' Course | 21 | 1 Week | 2,600 |
| Mediation Training | 11 | 1 Day | 300 |
| Physical Restraint | 10 | 1 Day | 300 |
| Provincial and Regional Conference | 170 | 3 Days | 3,600 |
| Anger Management | (in-house, on-the-job response) | | |
| Advanced Group Work with Sexual Offenders | 2 | 2 Days | 1,000 |
| Young Offenders TOTAL | | | $ 31,050 |

D) Income Security Division

| | | | |
|---|---|---|---|
| SAP Automation (on-going, in-house) | 6 | 1 Week | $ --- |
| Program Supervisors' Workshop | 11 | 1 Week | 1,000 |
| Interviewing and Intake | 10 | 1 Day | 300 |
| Assessment and Referral | 14 | 1 Day | 300 |
| Caseload Management | 22 | 1 Day | 300 |
| Handling Aggression | 6 | 1 Day | 600 |
| Farm Families Assessment | 13 | 2 Days | 400 |
| SAP Automation Refresher (on-going, on-the-job) | 1 | 2 Days | --- |
| Income Security TOTAL | | | $ 2,900 |

Staff Development Plan -- 1988-89

E) Support Services Division

| Course | # of Spaces | Length | Estimated Cost |
|---|---|---|---|
| Wordprocessing (in-house, on-the-job) | 22 | 2 Days | |
| SMART System (in-house, on-the-job) | 40 | 2 Days | |
| Microcomputers for Beginners (in-house, on-the-job) | 27 | 2 Days | |
| Word Star | 3 | (assessed first to see if we will be using it --by Systems Branch) | |

F) General Seminars

| | | | |
|---|---|---|---|
| Managing Conflict | 43 | 1 Day | $ 600 |
| Cross Cultural Communication | 12 | 1 Day | 1,200 |
| Being Creative in Your Work | 23 | 1 Day | 600 |
| Communicating Effectively in the Workplace | 36 | 2 Days | 3,200 |
| Effective Writing | 37 | 2 Days | 600 |
| Stress Management | 93 | 2 Days | 1,500 |
| Making Presentations | 34 | 2 Days | 3,200 |
| Time Management | 34 | 1 Day | 600 |
| Alcohol and Drug Abuse | 41 | 1 Day | 800 |
| Working with N.G.O.'s | 21 | 2 Days | 1,800 |
| Investigative Skills (departmental staff, in-house) | 11 | 2 Days | --- |
| Assessment Skills (departmental staff, in-house) | 16 | 2 Days | --- |
| General Seminars TOTAL | | | $ 14,100 |

G) External Conferences

| Annual Conferences | # of Spaces | Estimated Cost |
|---|---|---|
| Sask Foster Parents Association | 20 | $ 2,000 |
| Family Mediation | 3 | 300 |
| Violence and Aggression | 6 | 750 |
| Prairie Corrections Educators Conference | 6 | 660 |
| District Chief Conference | 5 | 300 |
| Day Care Conference | 8 | 400 |
| Estevan Community Against Violence | 4 | 440 |
| Child Care Association Conference | 8 | 880 |
| Farm Families Conference | 5 | 250 |

Staff Development Plan -- 1988-89

G) External Conferences...con't

| Annual Conferences | # of Spaces | Estimated Cost |
|---|---|---|
| Non-Native Parents Workshop | 3 | $ 300 |
| Pride Canada Conference | 6 | 600 |
| SAMR Conference | 10 | 700 |
| SASW Conference | 10 | 700 |
| Sask Human Services Conference | 8 | 1,600 |
| SARC | 2 | 100 |
| Women in Management | 10 | 500 |
| Administrative Support Staff Conference | 10 | 500 |
| Children of Alcoholics | 5 | 500 |
| New Ideas Seminar (PSC) | 10 | 1,000 |
| Staff Development Coordinators Conference | 5 | 500 |
| Canadian Association for Young Children | 5 | 250 |
| Sask Psychiatric Association | 4 | 300 |
| Sexual Abuse Conference | 18 | 1,800 |
| SADAC Conference | 10 | 1,500 |
| Wife Battering Conference | 20 | 800 |
| Family Counselling Conference | 10 | 500 |
| Community Awareness Conference | 10 | 250 |
| Food Services Conference | 30 | 180 |
| Child Abuse Conference | 10 | 500 |
| Nurse Conference | 10 | 500 |
| External Conferences TOTAL | | $ 19,560 |

H) Education Leave

| Area of Study | # of Applicants | Length | Percentage of Support |
|---|---|---|---|
| Social Work(BSW) | 1 | 4 Mos. | 50% |
| Nursing (specialized) | 1 | 4 Mos. | 50% |
| Education Leave TOTAL | | | $ 12,000 |

I) Tuition and Book Reimbursement

| Area of Study | # of Applicants | Percentage of Support |
|---|---|---|
| Social Work | 100 | 100% |
| Health Care Administration | 4 | 100% |
| Administration | 6 | 100% |
| Tuition and Book Reimbursement TOTAL | | $ 22,000 |

Staff Development Plan -- 1988-89

J) External Seminars

| Seminars | # of Spaces | Estimated Cost |
|---|---|---|
| Bronze Medallion | 10 | $ 500 |
| Control Theory/Reality Therapy | 10 | 750 |
| Defensive Driving | 20 | N/A |
| Suicide Revention Training | 10 | 1,000 |
| Art of Negotiating | 2 | 500 |
| Situational Leadership | 4 | 800 |
| Community Living Workshop | 10 | 500 |
| Carkhuff Counselling | 2 | 400 |
| Miscellaneous | 10 | 1,000 |
| External Seminars TOTAL | | $ 5,450 |

VIII. PUBLIC SERVICE COMMISSION

RE: Staff Development Needs Analysis
- Survey Summary

A) Supervisory/Management Courses

| Courses | # of Spaces Requested F | W | S | | Cost Per Space | Total Cost |
|---|---|---|---|---|---|---|
| Performance Management Program | 4 | 1 | - | ( 5) | $ 200 | $ 1,000 |
| Supervisory Skills*2 | 12 | 12 | 12 | (45)*1 (36) | 100 | (3,000+) 3,600 |
| Recruitment and Selection | 1 | 1 | - | ( 2) | 50 | 100 |
| Managing Performance Problems*3 | - | - | - | | -- | -- |
| Evaluating Probationary Performance | 2 | 1 | 1 | ( 4) | 50 | 200 |
| Using Performance Review to Manage | 2 | 6 | 2 | (10) | 50 | 500 |
| Management of Special Projects | 2 | 1 | - | ( 3) | 280 | 840 |
| Managing Change | 4 | 4 | 2 | (10) | 150 | 1,500 |
| Managing Restraint | 1 | 1 | - | ( 2) | 175 | 350 |
| On-the-Job Employee Development | 1 | 1 | - | ( 2) | 200 | 400 |
| Planning Systems in Government | 2 | 1 | - | ( 3) | 250 | 840 |
| Preparing for Supervision and Management | 1 | 1 | - | ( 2) | 100 | 200 |
| Proactive Management of Change and Conflict | - | 1 | - | ( 1) | 440 | 440 |
| Teambuilding (one contract) | - | 1 | - | ( 1) | 450/Day | 450 |
| Integrated Work Planning | 2 | 1 | 1 | ( 4) | 125 | 500 |

*1 - We may require 45 additional spaces in the revised program and hope it does not exceed the cost of MHP at $50/space.
*2 - We would use 36 spaces on the condition the revision of the course reflects our needs.
*3 - As in the past, we would hope to access the PSC course facilitator and manuals and we would cover all related expences.

Staff Development Plan -- 1988-89

B) Support Services

| Courses | # of Spaces Requested F | W | S | | Cost per Space | Total Cost |
|---|---|---|---|---|---|---|
| Dealing Effectively with Clients | 4 | 5 | 5 | (14) | $ 65 | $ 910 |
| Assertive Cooperation | - | 1 | 1 | ( 2) | 150 | 300 |
| Introduction to Administrative Skills | 1 | 1 | - | ( 2) | 175 | 350 |
| Advanced Administrative Skills | 4 | 4 | 2 | (10) | 150 | 1,500 |
| Problem Solving and Decision-Making | 1 | 1 | - | ( 2) | 150 | 300 |
| Communicating Effectively in the Workplace | 2 | 3 | 1 | ( 6) | 150 | 900 |
| Lotus 1-2-3 | 1 | 1 | - | ( 2) | 160 | 320 |
| Advanced Lotus 1-2-3 | - | 1 | - | ( 1) | 75 | 75 |
| Financial Management for Non-Financial Managers | 1 | 1 | - | ( 2) | 175 | 350 |
| C) General Simars | | | | | | |
| Decision-Making/Doing it Right | 1 | 1 | - | ( 2) | 450 | 900 |
| Developing Your Leadership Skills | 2 | 3 | 1 | ( 6) | 250 | 1,500 |
| Meetings that Matter | 2 | 3 | - | ( 5) | 90 | 450 |
| Pre-Retirement | 7 | 7 | 3 | (17) | 65 | 1,105 |
| Writing and Producing Manuals | 1 | 1 | - | ( 2) | 75 | 150 |
| Facilitator Skills - Group Leadership | 2 | 1 | 1 | ( 4) | 300 | 1,200 |
| French | 2 | 2 | - | ( 4) | 50 | 200 |
| Public Service Commission TOTAL | | | | | | $24,430 |

Total number of courses - 166

Average cost per space - $ 147

(Regina and Saskatoon are the preferred locations)

IX. CONCLUSION

The plan indicates a high proportion of funding and activity in specific program areas. Our needs analysis clearly identifies the following priorities:

- Program specific training.
- Supervisory/management training.
- Professional development.

IX. CONCLUSION...con't

We will be addressing these needs primarily by on-the-job, program specific and in-house staff development.

Our second major response is to provide staff development opportunities to in-house sponsored professional and supervisory development courses.

Thirdly, we intend to utilize the Public Service Commission for a number of generic courses in management/supervision and professional development. We also intend, to a lesser extent, to utilize several external conferences and seminars as a means of keeping us in-touch with the different professional and service communities.

We are developing a Regional In-Service Conference this fall with the intention of offering six of these conferences across the province. We see this as an additional means by which we will address the training needs on a local level. The costs associated with the regional conferences would be expected to reduce the overall estimated costs identified for the program related courses and professional development area.

A cost summary of our estimated staff development efforts is as follows:

| | | |
|---|---|---|
| • Program Related Courses | | - $ 75,400 |
| . Family Support Division | - $ 41,450 | |
| . Young Offenders Program | - 31,050 | |
| . Income Security Division | - 2,900 | |
| • Public Service Commission Courses | | - 24,430 |
| • Human Resources Branch Supervisory and Professional Development Courses | | - 19,300 |
| . Supervisory | - $ 5,200 | |
| . General Seminars | - 14,100 | |
| • Annual Conferences | | - 19,560 |
| • Senior/Middle Management/Ad Hoc Seminars | | - 5,000 |
| • External Seminars | | - 5,450 |
| • Education Leave | | - 12,000 |
| • Tuition and Book Reimbursement | | - 22,000 |
| T O T A L | | $ 183,140 |

STAFF DEVELOPMENT STRATEGY
TRADE AND INVESTMENT

Historically, the department (Economic Development and Trade) did not focus on staff development as an initiative due to budgetary restraints and often lack of sufficient resources to cover the workload. More recently, a generous proportion of professional staff have participated in the Senior Management, Middle Management and Equity Development Programs. Formal employee career plans were not developed.

The Department of Trade and Investment was created in January, 1988. The Permanent Head, appointed in March of 1988, has undertaken to form his organizational structure by creating two operational divisions. Until the new senior management team is in place, it would be extremely difficult to develop a clearly defined strategy for staff development.

Therefore, our strategy for the upcoming year will be to put into operation the new administration and clearly set priorities and goals for staff development. With these clearly defined, we would then be able to plan career development with employees, keeping the interests of the department and government foremost in our minds.

In the meantime, the department will continue to provide the availability of seminars for skill development as identified by current managers. Based on this, attached is our allocation request for the upcoming year, as well as other related information as requested by the Public Service Commission.

Staff Development Strategy
Trade and Investment

1. A one-day seminar designed and facilitated by the Public Service Commission specifically suited to the Department needs will be presented to approximately 15 clerical support staff in early fall. Although the outline is still in the development stage, the estimated cost per employee participating is $75.00.

2. Upon approval by the Public Service Commission, the department will be providing the opportunity for a four month education leave for a permanent employee to complete the A.D. Program. The percentage of support requested is 100% for salary and expenses for the fall semester at the University of Regina.

3. A course offered by the University of Regina entitled "Financial Management for Non-Financial Managers) will be made available to a permanent employee in the department at a cost of $250. This course differs from that offered by the Public Service Commission as it is directed to the private sector financial management rather than government. The employee in question is dealing on a day-to-day basis with clientele from the private sector of business and industry.

4. Attached is the department's request for allocation in Public Service Commission sponsored seminars. There are three employees who should be identified for particular Programs who are <u>included</u> in the department allocation request.

   - Equity Development Program - Elaine Burnett
     Requests the following seminars which follows her original plan of action:

     * Decision Making/Doing it Right
     * Management of Special Projects
     * Planning Systems in Government
     * Developing Your Leadership Skills

Staff Development Strategy
Trade and Investment

- Middle Management Program - Robin Johnson
  Requests the following seminars which follows his original plan of action:

  * Managing Communications
  * Managing In the Public Sector
  * Marketing for Government Organizations

- Middle Management Program - Ray Chan
  Request for seminars have not been included in the department allocation request as he is out of the country on business until late June. We will forward the requests at that time.

Department Trade and Investment

# Saskatchewan Urban Affairs
# 1988-89
# Staff Development Plan

## I. Introduction

In 1986-87 the Department centralized all of its staff development funds in the Administrative Services Branch to increase the profile and co-ordination of staff development initiatives. Also at this time, the amount of funds allocated to staff development was increased to provide a better level of support and a shown commitment by the department for employee training.

As a result of these changes, the number of courses taken and the relevance of these courses to job responsibilities has increased and improved. While these gains have been encouraging we have found that most of these gains have occurred in the generic management and clerical areas. The department continues to be committed to staff development and intends to expand its strategy to include increased development in technical training.

## II. Environmental Considerations and Issues

- potential staff position and/or responsibility realignment resulting from the transfer of certain functions to urban municipalities, in particular cities;
- continued expansion and growth of computer use within the department, in particular word processing, financial analysis and computer drafting;
- continued emphasis on employment equity initiatives;
- introduction of communicable disease related programs/policies by the Public Service Commission;
- increased emphasis on French language use in legislation and government.

## III. Implication of Department Goals/Plans

- A pending issue which may influence developmental thrusts may be the involvement by the department in public participation initiatives;
- An increased emphasis on communication with municipalities through brochures, manuals and seminars.

IV. Developmental Needs

- French language - beginner/intermediate/advanced;
- computer literacy and skill development;
- communications;
- manual preparation.

V. Staff Development Strategy

To continue providing staff development initiatives based upon department/employee needs to better serve the provincial government and urban municipalities.

VI. Areas of Program Review or Development

None

VII. Internal Staff Development Programs, Seminars, Events and Activities

1. Departmental Professional or Technical Development and Department Seminars

None

2. Education Leave

None

3. Tuition and Book Reimbursements

| Area of Study | Number of Applicants | Percentage of Support |
|---|---|---|
| Administration Certificate | 1 | 100% |
| Computer Drafting | 2 | 100% |
| Local Government Administration | 3 | 100% |

4. External Conferences

None

5. External Seminars

| Topic/Theme | Number of Participants | Length | Cost |
|---|---|---|---|
| Data Base III | 1 | 3 days | unknown |
| Accounting | 1 | 6 weeks | unknown |
| Lotus 1-2-3 | 1 | 8 weeks | $275 |
| Vocabulary | 1 | unknown | unknown |
| First Aid | 1 | unknown | unknown |
| Cardio-pulmonary Resuscitation | 1 | 1 day | $40 |

6. Interactive Disc/Tele-Conferencing/Computer Managed Learning/Distance Education

None

7. Secondments

None

8. Other

None

VIII. Public Service Commission - Staff Development Needs Analysis Survey Summary

See attached.

Department Saskatchewan Urban Affairs